POLICY ADVISORY COMMITTEE

ACTION / DISCUSSION ITEMS

AGENDA ITEM III. J

Council of Fresno County Governments

2035 Tulare Street, Suite 201
Fresno, California 93721

Telephone: (559) 233-4148 • Fax: (559) 233-9645
Website Address: www.fresnocog.org

August 24, 2007

NOTICE

Council of Fresno County Governments 2008 "One Voice"
Call for Projects

Dear Interested Stakeholders,

Over the past several years, the Fresno COG has embarked upon an annual "One Voice" lobbying visit to Washington D.C. The purpose of the trip is to seek federal funding for projects of regional significance within Fresno County. To this end, a contingent of elected officials, public administrators and regional stakeholders from the public and private sectors travel to Washington D.C. for a week long visit. The goal of this "One Voice" delegation is to meet with our congressional and federal departmental representatives and advocate for the projects that have been identified and prioritized through a COG selection process. Ideally, the trip results in the Fresno region garnering federal earmarked funds that it might not receive otherwise. To date, we have been successful in acquiring over $11 million toward funding the projects that the "One Voice" delegation has promoted.

We have repeatedly heard from our representatives in Washington that our efforts are welcomed and positively recognized. We have had strong encouragement to continue the effort, as our presence helps our representatives to prioritize and shepherd much needed regional projects through the federal budget process. With that encouragement in mind, we are in the midst of launching the 2008 "One Voice" endeavor. The trip is planned for February 9-14, 2008.

With input from our Washington, D. C. lobbyist, a task force, comprised of participants from earlier "One Voice" trips, has developed project selection criteria. The project selection criteria require that:

- Projects be of regional significance – advancing the goals of the region
- Projects be limited to transportation and infrastructure *(physical infrastructure/capital improvements)*
- Regional projects be limited in number and in dollar amount requested.
  (Local projects can be submitted separately and will be presented according to a predetermined format)
- Priority may (with no guarantee) be given to those projects on the 2007 "One Voice" list that meet the criteria listed above and that have received partial funding. (These projects must be resubmitted by the project proponent.)
- Project proponent(s) must be part of "One Voice" delegation back to Washington D.C.

We are now ready to solicit projects for the 2008 trip. This letter is intended to serve as a call for projects. The process entails COG's contacting a large number of public agencies and regional stakeholders, allowing them 3 weeks to determine if they have regionally significant projects they would like to submit for potential federal earmark funding, convening the task force to select and prioritize projects, and gaining COG Policy Board approval of the priority project list. These efforts will culminate with the "One Voice" trip to Washington D.C.

Enclosed is a Project Application form that you will need if you have a project you would like to see considered for the regional priority list. **Proposed projects should meet the criteria listed above. In addition, projects should be shelf ready, ideally be collaborative in nature (i.e. more than one agency involved), cover a large service area, have potential to have a meaningful impact on the region, have support of decision makers, have quality leadership, fall within the community agenda and meet a "highest and best use" standard. Finally, project sponsors must be in attendance to speak in behalf of their project in Washington D.C.**

The deadline for submittal of project application forms is 5:00 PM on Friday, September 28, 2007.

Forms should be submitted to:

Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721
Attention: Barbara Steck

Thanks in advance for your interest in this important process. If you should have any questions regarding "One Voice", please feel free to contact me or COG staff member Barbara Steck at 559-233-4148.

Sincerely,

Barbara Goodwin

BARBARA GOODWIN, Executive Director
Council of Fresno County Governments

Enclosures: Application
Sample project format
Simon & Company Recommendations
Appropriations Accounts

2008 "One Voice" ~ Project Application

Please answer the questions below in as much as detail as possible.

Organization making request: _____

Division: _____

Address: _____

Contact person(s) in organization _____

Phone number(s): _____

Email: _____

Project Name: _____

Project location: _____

Amount being requested (please include future years, if applicable; e.g.: "$50,000 for FY 2005, $250,000/3 years"; "$100,000 for FY 1999; ongoing program"):

_____

Prior federal funding history (e.g.: "$0 in FY 1998; $100,000 in FY 1997, last year authorized"): _____

_____

Did you make a similar request last year for FY 2008, through 2007 "One Voice" or on your own (if yes, please note project name and amount) _____

Sources and amounts of matching funds (state, county and local contributions): _____

Possible funding sources: _____

Please identify the Congressional and Senate district(s) in which the project lies: _____

Current status of project for which request is made: _____

Will individual(s) from your organization be participating in the 2008 One Voice trip to Washington, D.C., either using your own funds or through the limited funds COG receives through scholarships (please provide names of possible delegates): _____

_____

PLEASE ATTACH AS MANY OF THE FOLLOWING ITEMS AS APPLY TO YOUR PROJECT:

- ☐ Project Description, including purpose and need
- ☐ Background/Justification for this request (budget projections, reports, brochures, letters of support, etc.)
- ☐ Which representatives, departments, or organizations in Washington, D.C. would be most interested in this project?
- ☐ What other organizations, in California, Washington DC, or nationally, might be expected to *support* this request?
- ☐ What other organizations, in California, Washington DC, or nationally, might be expected to *oppose* this request?
- ☐ Other Comments/Misc. information?

SAMPLE PROJECT

GOLDEN STATE CORRIDOR

PHASED IMPROVEMENTS AT SPECIFIC LOCATIONS

REQUESTED FUNDING: $2.75 MILLION

PROJECT GOAL: To facilitate economic development and revitalization along the Golden State Corridor, a regional industrial and commercial corridor that parallels State Route 99 and links the three neighboring cities (Fowler, Selma, and Kingsburg) with the Fresno Metropolitan Area.

The proposed infrastructure improvements will create a positive environment along the Golden State/Freeway 99 Corridor where business may grow and thrive for the benefit of all of the corridor cities and the region as a whole.

PROJECT DESCRIPTION: The Golden State Corridor Economic Development Project will be phased to include segments of the ultimate plan and will include the following:

- Construct roadway and related improvements at specific locations along the master planned corridor to make it safer and more user-friendly for commercial users and local drivers. Improvements will include intersection improvements and traffic signals.
  - Temperance Avenue Intersection w/ Golden State Blvd. (Fowler)
  - Dockery Avenue (Selma)
  - Kamm/Bethel Avenues Intersection (Kingsburg)
- The ultimate plan will create a common vision for the attractive revitalization of the Golden State Corridor that will support job creation, preserve the surrounding agricultural lands, and enhance the environment of this important regional economic corridor.

SPECIFIC

- The Golden State Corridor is an area specifically planned for industrial and commercial development within the contiguous spheres of influence of the cities of Fowler, Selma, and Kingsburg. It is well suited for such use by virtue of its proximity and access to State Route 99 and Union Pacific Railroad, and the continuous linkage of Golden State Boulevard itself. The three cities have made a concerted effort to work together in developing a seamless project. In this proposed phase, each of the cities will construct staged improvements within their jurisdiction which will be part of the overall corridor master plan. These projects are the initial, and most critically needed, elements of the larger corridor enhancement plan.

RECIPIENT:
Council of Fresno County Governments

CONTACT:
Tony Boren, Deputy Director, Council of Fresno County Governments
(559) 233-4148 or email tboren@fresnocog.org

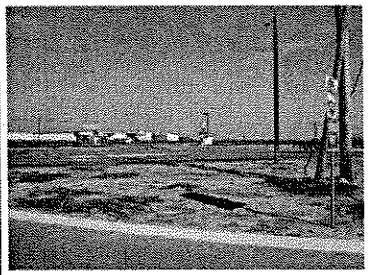

Photo of Temperance Avenue Intersection with Golden State Boulevard (Fowler)

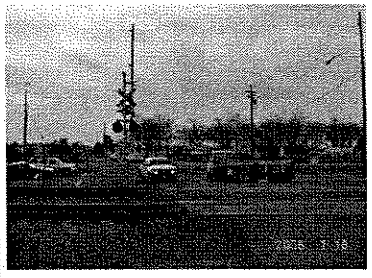

Photo of the Kamm/Bethel Avenues Intersection (Kingsburg)

SIMON AND COMPANY
INCORPORATED
Intergovernmental Relations and Federal Affairs
1660 L Street, NW • Suite 501 • Washington, D.C. 20036
(202) 659-2229 • Fax (202) 659-5234 • e-mail: *len.simon@simoncompany.com*

MEMORANDUM

TO: **Barbara Goodwin**

FROM: **Len Simon**
Shannon Long

SUBJECT: **2007 Fresno COG "One Voice": *Observations and Recommendations***

DATE: **April 17, 2007**

Thank you again for the opportunity to work with the 2007 Fresno COG "One Voice" delegation. As with previous "One Voice" efforts, 2007 was very productive and the caliber of projects, presentations and meetings continue to grow each year.

In preparation of the 2008 "One Voice" meetings in Washington, we have outlined some recommendations that the COG staff and delegation members may wish to incorporate into next year's effort.

2008 "One Voice" Recommendations

1. **Format** - We recommend replicating the congressional briefing format. Next year will be a presidential election year and the very last year of the Bush Administration and the second year of a new congressional majority likely hitting its stride. We suggest that we concentrate on new policies likely to emerge from the Congress rather than programs in the federal agencies. It is highly recommended to resume the federal agency format in 2009, as a new administration will be in office with new programs to offer.

As with past years, the joint congressional briefing worked well and as you will recall, the congressional staff were thoroughly engaged in the discussion of projects, which continued among them subsequent to the "One Voice" visit.

We also recommend that we replicate the delegation-wide lunch where the "One Voice" group honors all four House members and congressional staff, as compared to individual dinners each night. We will once again work with the congressional offices to reserve an on site congressional banquet facility. As we discussed during this year's trip, we will definitely work on arranging COG group dinners each evening. As you know, there are great demands on the schedules of **Senators Feinstein** and **Boxer** and we suggest individual meetings with each office. We will work with state officials to hopefully have longer, more in-depth meetings with both Senators.

We will once again attempt to end each day's events around 3:00 p.m. to allow the delegation members some personal time before each night's group dinner. We could also work on a pre-dinner social/tourist event to ensure that the group remains together each evening.

2. **Discussion of Policy Issues** – We will structure the time with members and their staff to allow discussions of both appropriations and policy. Representatives of the Fresno County congressional delegation serve on a number of influential committees that have jurisdiction over important policy issues that impact the county. As we mentioned last year, for example, health care and tax issues continue to be

issues of importance to Fresno County and Rep. **Devin Nunes** is a member of the powerful Ways and Means Committee, with jurisdiction over both matters. Rep. **George Radanovich** is a member of the Energy and Commerce Committee, which has jurisdiction over air quality and telecommunications. Water issues are also important to the entire Central Valley and Rep. **Jim Costa** serves on the Resources Committee that handles water rights issues. We should take advantage of the time with the members of the delegation to discuss both appropriations and policy, which very often have a larger impact at the local level.

3. **Materials** - The materials that the COG staff provided each member of the delegation, their staffs and federal officials was quite impressive and we would advise that same general package be used next year. The materials should also include the details of both federal and non-federal funding sources for all projects. As we have previously suggested, the package for federal officials should not contain any reference to the project requests that the "One Voice" group is giving to the congressional delegation.

4. **Presentations** – We recommend that the COG continue the use a few PowerPoint backdrops when discussing the "One Voice" projects. The use of the slides made it easier for both the congressional staff to understand the funding requests and other unique factors which can be presented visually.

5. **Grants** - As we have previously suggested, the COG members briefing books should contain a list of federal grants that match up well with the "One Voice" federal funding priorities for COG members to review in advance. We also suggest that the COG staff do a "grants inventory" to determine what federal grants the COG members are currently receiving and/or interested in.

6. **Project Selection** - The COG was very successful in its efforts to only request funding for six appropriations projects and we were very pleased to see a number of policy issues also be included in the "One Voice" federal advocacy effort. Coming off a year in which all earmarks were cancelled Congress continues to face a tight budget for along with additional pressure to reduce earmarks. Recently both the House and Senate Appropriations Committee Chairman have stated there will be fewer earmarks in the FY08 appropriations bills putting greater pressure on the Fresno delegation. We would suggest that only four "One Voice" projects be submitted for Fiscal Year 2009.

Increased scrutiny on earmarks and congressional ethics will likely continue during the next session of Congress, therefore the "One Voice" projects should reflect this reality and remain in the $2 to $3 million range. The delegation should also only try to have one project in each appropriations bill and we can work with you during the project selection to ensure a variety of requests. This will increase the credibility of the requests and again, make it easier for the congressional offices to justify them.

6. **Towards SAFETEA-LU II** – Although the Fresno region will not submit projects for the next reauthorization of the surface transportation bill until 2009 when the current bill expires, it would be beneficial to begin discussions with your regional partners and the congressional staff on potential projects that will be submitted. Next year will be crucial for the development of key transportation projects, which will be officially submitted during the 2009 "One Voice" trip.

7. **Voices of Fresno County** - The many "voices" of Fresno County continue to be an issue for the congressional delegation, although the inclusion of "local projects" is a step in the right direction. The "One Voice" delegation will need to reiterate its message that the "One Voice" projects are regional in nature and have been agreed upon by the local governments represented by the COG. However, as we have mentioned, the same entities that support the "One Voice" projects will also be presenting their own list of projects to the congressional delegation, which often must decide which projects truly are a priority for the region.

We hope that you find this information helpful as you begin to think about your future "One Voice" efforts.

Please let us know if you have any questions or if we may be of further assistance. We look forward to talking with you soon.

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Fresno, California 93721
Telephone: 559-233-4148
Fax: 559-233-9645
Website Address: www.fresnocog.org

February 2007
Washington D.C.

Fresno COG One Voice

2007 One Voice Sponsors:

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JTS Johanson Transportation Service
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Economic Development Corporation
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Fresno Yosemite International Airport
STAS Sandler & Travis Trade Advisory Services, Inc.
Fresno County Farm Bureau
Dedekian, George, Small & Markarian Accountancy Corporation

"One Voice" Mission Statement

"One Voice" unites Fresno County communities and regional interests in a voluntary and collaborative effort to seek federal and state funds annually for projects of regional significance. All projects chosen shall contribute to an improved quality of life throughout the Fresno County region.

"One Voice" History

In 2003, the Council of Fresno County Governments (Fresno COG) decided to undertake a "One Voice" effort seeking federal and/or state funding for projects of broad community-wide benefit within Fresno County. The goal was to assemble a public-private delegation, select prioritized projects, and then visit our Congressional and federal departmental representatives in Washington, D. C. to pursue earmarked funds and grant opportunities. The Fresno COG proposed this as an annual effort and has made a similar effort at the State level in Sacramento.

The message we heard during each of our visits to Washington, D.C. was that we were welcomed and encouraged to return and to continue communications, building upon the broad-based coalition we were assembling. The "One Voice" approach is positively recognized and viewed as a means of assisting our federal representatives identify, prioritize and shepherd much needed projects through the federal budget process. No accomplishments in connection with "One Voice" activities would be possible without the outstanding leadership of the Fresno COG congressional delegation.

Although the "One Voice" effort does not represent the sole advocacy for the Fresno region (Fresno County, individual cities and other public authorities pursue important objectives in Washington as well), it does provide an opportunity to give special focus to a core group of projects around which the broadest group within the county can unite.

Fruits of "One Voice"

Total to Date: $11,515,000

Four "One Voice" projects were included in the 2005 omnibus appropriation:

$250,000 for the Non-Point Source Water Quality Management Program to Fresno COG to contract with the Fresno County Farm Bureau.
$500,000 for the Friant Corridor Improvements Project to the County of Fresno.
$200,000 for the Regional Jobs Initiative to CSUF
$400,000 to the Workforce Investment Board
$225,000 for the Rural Vocational Training Centers Project to the County of Fresno

Three additional "One Voice" projects were contained in the Federal Transportation Reauthorization Bill (SAFETEA-LU):

$1,200,000 for Friant Road Widening
$7,600,000 for Freeway 180 Improvements
$240,000 for Willow and Herndon Traffic Flow Improvements

The 2006 Transportation, Treasury and Housing and Urban Development Appropriations bill included:

$900,000 for State Route 180 East Improvements

"One Voice" projects included in either the House or Senate Appropriations bills prior enactment of a long-term Continuing Resolution without projects:

$500,000 for State Route 180 Improvements
$250,000 for the construction of a vocational training facility in Mendota
$1,000,000 for Friant Road Widening
$200,000 for the West Side Vocational Training Center in Fresno County

POLICY ADVISORY COMMITTEE

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Council of Fresno County Governments

Public Transportation Regional Agency Formation Study

Final Report

June 2007

Nelson | Nygaard
consulting associates

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Council of Fresno County Governments
John Downs, Planning Division Manager

Project Advisory Committee
Jan Biggs, Fresno County Office of Education
Tony Boren, Council of Fresno County Governments
Barbara Goodwin, Council of Fresno County Governments
Shonna Halterman, City of Clovis
Ken Hamm, Fresno Area Express (FAX)
Mikal Kirchner, City of Selma
Ron Manfredi, City of Kerman
Stan Nakagawa, Fresno County Public Works
Bruce Rudd – City of Fresno
Barbara Steck, Council of Fresno County Governments
Clark Thompson, Council of Fresno County Governments
Jeff Webster, Fresno County Rural Transit Agency (FCRTA)

Consulting Team
Nelson\Nygaard Consulting Associates

Chapter 1. Executive Summary

Introduction

This report represents the culmination of the Public Transit Regional Agency Formation Study undertaken by Nelson\Nygaard Consulting Associates for the Council of Fresno County Governments (COFCG). The study has analyzed the current transit systems in Fresno County, and explored the opportunities and challenges of coordinating transit services in the County and in the longer-term to move toward a consolidated regional agency. The study concludes with recommendations for both short-term and longer-term coordination projects and a longer term vision to consolidate services.

This study was conducted, in part, to address a 2003 Fresno County Grand Jury Report that recommended school bus systems consolidate with public transit systems in Fresno County. Five school districts have formed the Southwest Transportation Agency, a Joint Powers Authority (JPA) providing transportation services. Upon completion of the Grand Jury Report, the Transportation and Air Quality Committee met with the Fresno, Clovis, Central Unified Districts and the Southwest Transportation Agency to further explore this issue. While they agreed that consolidation of transportation services may provide some efficiencies, there are many constraints that are placed on school bus transportation and publicly funded transit services which severely limit opportunities to consolidate services. These include federally imposed constraints that come with Federal funding. Federal Transit Administration (FTA) regulations limit the amount of school transportation service that can be provided with FTA funded vehicles. Public transit operators cannot contract for school bus service, even on an incidental basis, unless private operators are incapable of providing adequate service. The purpose of this regulation is to ensure that transit agencies subsidized with public funds do not compete with private school bus operators. Public transit operators can, however, accommodate school children on regular transit service as long as the service is also open to the general public. There are different requirements for equipment and for how the system is operated that are *not* easily merged. ADA requirements do not apply to school buses. ADA requires that new transit vehicles be accessible and have specified door height. These regulations are meant to assure that all public transit vehicles will eventually be accessible. School pupil transportation regulations do not require that every bus be accessible. For these reasons and other operational considerations, consolidating public transit services with school bus transportation was not the focus of this study.

The Study Process

This study was initiated in January 2006. It consists of both a technical analysis and a stakeholder input process. The technical analysis considered transit service performance, and an evaluation of transit funding and organizational relationships. To obtain input on transit coordination and consolidation from a broad spectrum of interests, several steps

were taken to ensure agency staff and stakeholder participation was included during the study process. A series of interviews were conducted with stakeholders including local agency representatives, organizational and community leaders, political leaders, and policymakers.

A Project Oversight Committee was formed to work with COFCG and the consultant throughout the study process. This committee met periodically to provide guidance and direction in developing this Regional Formation Study.

Stakeholder Interviews

The stakeholder interviews revealed that transit has an important and growing role in Fresno County. As Fresno County's population continues to grow, transit must be improved to increase mobility options for residents and decrease potential environmental impacts.

Stakeholders were generally very positive on proceeding with further coordination and consolidation of Fresno County transit services. While some stakeholders, particularly those with direct transit agency experience, pointed out some of the political and financial pitfalls of consolidation, most stakeholders felt that proceeding with consolidation is a worthy goal, and that most obstacles can be worked out through the political process. In the absence of full consolidation, stakeholders felt the most important way to improve the experience of the transit rider is to provide a coordinated seamless countywide system. Most respondents feel that consolidation within Fresno County is a significant challenge, and the short-term goal should be to improve coordination with a longer-term vision to consolidate services.

Existing Transit Services

General public transit service in Fresno County is provided by three transit agencies: the Fresno Area Express (FAX), Clovis Transit, and Fresno County Rural Transit Agency (FCRTA). FAX and Clovis Transit also provide complementary Americans with Disabilities (ADA) paratransit service in their service areas, as required by law. FAX provides service within the City of Fresno, in certain adjacent sections of the County, and also provides trunkline service in the City of Clovis. FAX carries over eleven million passenger trips per year, constituting the vast majority of all transit trips in the county. The City of Clovis operates two transit services: Clovis Stageline and RoundUp. Stageline is the fixed route system for the City and operates four regular general service bus lines and one additional line that that provides limited service to the Reagan Education Center. The Fresno County Rural Transit Agency (FCRTA) is a Joint Powers Agency and operates rural transit services in Fresno County. FCRTA, through contract public and private operators, and in coordination with the CTSA provides intra-city and inter-city service to rural communities and downtown Fresno. Inter city service to Fresno is provided via municipal providers and

through Greyhound and Orange Belt Stages. The inter-city systems connect with FAX at the Downtown Transit Mall.

The services and system characteristics of the three transit services are quite different as demonstrated in Figure ES-1 below.

Figure ES-1 System Characteristics

Operator	Fresno		Clovis Transit		FCRTA	
	FAX	HandyRide	Stageline	Roundup	Intercity	Local
Passengers	11,241,838	192,556	119,538	41,887	72,057	331,911
Total Operating Hours	309,980	81,510	16,678	21,241	13,280	41,503
Routes (fixed routes only)	19	N/a	5	N/a	4	14 demand response services
Hours of Operation: Weekdays	5:30am-10pm	Same as FAX	6am-6:30pm	6:15am - 6:15pm	varies	7am-5:30 pm (varies)
Hours of Operation: Weekends	6:30am-7pm	Same as FAX	no weekend service	8:00am-3:00pm	Coalinga service	7am-5:30 pm (varies-Limited to a 5 services)
Minimum Headway	15–30 minutes	N/a	30 minutes	N/a	3 weekday trips max	N/a
Fares	$1.00	$1.00	$1.00	$1.00	$.75-$6.50	$.50 & $.75

Sources: COFCG, FCRTA, FAX; all data is FY 2004/05

The day-to-day administrative functions are handled by three different agencies that assume responsibility for planning, marketing, budgeting, service provision or contractor oversight, and other day-to-day duties. Oversight is provided by various policy boards or city councils. Figure ES-2 outlines the administrative structure of the three transit services in Fresno County.

Figure ES-2 Administrative Comparison

Agency	Fresno Area Express	Clovis Transit	FCRTA
Agency Status	City Department	City Division	Joint Powers Authority
Policy Board	City Council	City Council	JPA Board of Directors
Management Structure	General Manager, reports to City Council	Transit Supervisor, reports to Department Head, report to City Council	General Manager, reports to Board
Administrative Employees	22	2	2
Total Employees (FTE)	235*	26	44 (staff and contract)
Union status	Unionize public workforce	Bargaining unit, non-union	Non-union

*Does not include employees of MV Transportation (private operator of Handyride)

Transit Funding

Funding for transit services in Fresno County are provided by a mix of local, State and Federal funding sources with Transportation Development Act (TDA) funds providing the lion's share of day-to-day operating revenues. TDA funds consist of Local Transportation Funds (LTF) and State Transit Assistance (STA) funds. LTF is a state authorized revenue source that returns ¼ cent of retail sales tax revenues to the county of origin for transportation purposes. STA funds are derived from the state sales tax on gas. The COFCG is responsible for allocating LTF and STA funds to the County and the incorporated cities in the County.

The TDA provides local transportation funds for transportation purposes including public transit and local street and road improvements. TDA funding requirements stipulate that available funding is to be used first for transit services, and once all transit needs have been adequately met any remaining funding can be allocated to streets and roads. As the administrator of Transportation Development Act (TDA) funds for Fresno County, COFCG is charged with performing an annual Unmet Transit Needs process. The purpose of this process is to ensure that all unmet transit needs that are reasonable to meet are met before funds are expended for non-transit uses, such as streets and roads. If the Board determines there are unmet transit needs that are reasonable to meet, the affected jurisdiction must satisfy those needs before any TDA funds may be expended for non-transit purposes. It should be noted that if services were consolidated, the process for allocating TDA funds would remain unchanged.

Transit Coordination

Even though the three transit services are organized and structured individually does not mean that no cooperation or coordination occurs in Fresno County. The Project Oversight Committee established for this study is evidence that transit agency staff is motivated to

improve transit coordination in the County. With the passage of Measure C in November 2006, $412 million are programmed for regional public transit including funds to guide potential implementation of consolidated transit services within the County.

There are many different types and levels of coordination that could be implemented in Fresno County. They could be viewed as a continuum from relatively easy steps where transit services could further cooperate with each other to full consolidation. Cooperation is one relatively easy step that could result in developing and distributing coordinated marketing materials whereas consolidation would be a longer-term process that could collapse several services under one new regional agency. The coordination projects currently underway that could be taken to the next level and other short-term recommended projects are described below.

There are many benefits to coordination. Coordination is sometimes described as a strategy for managing resources in circumstances where there are inefficiencies or a duplication of effort. The recommendations are identified to address common considerations for coordination, including potential cost savings, improved efficiency, an improvement in service effectiveness, and simplification of service from the passenger's perspective. Most of the coordinating strategies require staff, resources and money. Some entity must take a lead role, which could be one of the transit services, the COFCG, or a consultant.

The two primary coordination benefits to be derived from implementation of the short-term recommendations include the following:

- **Increasing Cost Efficiency, Access, and Mobility.** Cost efficiency is not always an outcome of coordinating services, but it is possible even if on a small scale. Coordinated marketing and joint procurement of fare equipment (and other capital items) are examples of projects where cost efficiencies are likely to result.
- **Improving Access to Funding, Cost Effectiveness and Other Economic Benefits.** Economic benefits include:
  - Coordinated transportation services could often have access to more Federal and State funding sources such as the New Freedom Program and Job Access and Reverse Commute (JARC) funds made available through SAFETEA-LU. (Safe Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users).
  - Higher service quality and fare coordination can result in better access to jobs, health care, shopping, and community facilities. A seamless transit service is easier to use and more convenient from the passenger's perspective. This higher quality service attracts more riders and enhances mobility and quality of life in the community.

Short-Term Recommendations

This report identifies short-term coordination recommendations to be implemented in the next two to five years.

Coordination Projects

The transit services in Fresno County currently cooperate on key issues and a few coordination projects are already underway. It is recommended that these activities and other coordination projects be pursued in the next couple of years. It is valuable to begin with small scale projects that are relatively easy to implement, to demonstrate real opportunities for coordination that will build momentum for longer-term coordination projects and potential consolidation.

The Project Oversight Committee was formed to provide guidance and direction to this study should be formalized as a Transit Coordinating Council (TCC) that continues to meet quarterly to address issues of common concern, and to pursue further coordination and consolidation efforts in Fresno County. Establishing a formal council would acknowledge that this collaborative relationship is crucial to the promotion of regional coordination and for the implementation of the recommendations contained in this study.

Other short –term coordination projects to further explore include:

- Centralized Call Center
- Regional Fare Coordination - Coordinated farebox procurement and revenue sharing agreements
- Coordinated Marketing and Information

These coordination opportunities are further described in Chapter 6.

Longer-Term Vision

The long-term vision is to consolidate transit services in Fresno County. To consolidate three separate transit services is a process that can require a period of three to five years given the myriad of planning, administrative, legal and financial arrangements that need to be addressed. A longer term vision for a consolidated transit system in Fresno County assumes at a minimum the coordination of transit services in the form of both route planning and schedule synchronization. It assumes a common fare structure throughout the County and/or a unique fare media, as well as a common identity, branding and marketing strategy for the entire system. In other words, though the system can be operated by different agencies, have separate planning functions, and have non-centralized sources of funding, it still should be perceived as one entity by the general public.

The strategic vision for a consolidated system is based on the following objectives for transit service in Fresno County:

- Ease of Use
- Service Branding
- Unique Fare Structure.
- Route & Structure Simplification
- Eliminate Duplication of Services
- Schedule Simplification and Coordination
- Effective Use of Transit Centers
- Maintain Service to Important Markets and Areas

The conceptual consolidated transit service strategy is to define a service network structured upon four layers of service that complement each other to provide a broad range of travel demand and mobility needs. These service mode layers would include Regional Connection services or Commuter services, Intercity Connection services, Rural Community Circulation services, and Urban Fixed-Route services. A complete explanation of this service strategy including a map to visually display the concepts is presented in Chapter 7.

Chapter 2. Review of Existing Transit Services and Funding

Introduction

The first section of this chapter reviews the existing transit services in the County including a comparative analysis of operating statistics and administrative structure. The second half of the chapter reviews funding of transit services and Transportation Development Act (TDA) expenditures in Fresno County.

General public transit service in Fresno County is provided by three transit agencies: the Fresno Area Express (FAX), Clovis Transit, and Fresno County Rural Transit Agency (FCRTA). FAX and Clovis Transit also provide complementary Americans with Disabilities (ADA) paratransit service in their service areas, as required by law.

Additional specialized social service transportation services are provided by the Fresno Urban and Rural Area Consolidated Transportation Services Agencies (CTSAs). The CTSAs are not the subject of this consolidation study, as they fulfill a specialized purpose and are already consolidated with local services. Therefore; this section does not address CTSAs.

Transportation is also provided for students by many of the thirty-four school districts in Fresno County, either on their own or in coordination with other school districts. The 2002/3 Fresno County Grand Jury Report, which inspired this study, requested that consolidation of school transportation be addressed.

Overview of Existing Transit Services

This section reviews the three general public transit services in Fresno County that are the main focus of the consolidation study: FAX, Clovis Transit and FCRTA. The three transit services serve distinct but overlapping markets in Fresno County. FAX primarily serves the City of Fresno, Clovis Transit serves the City of Clovis, and FCRTA serves the smaller cities and unincorporated areas of Fresno County. The following section reviews each service, followed by a basic comparison of the three services.

Fresno Area Express

Fresno Area Express (FAX) is a department of the City of Fresno and is governed by the Fresno City Council. FAX provides service within the City of Fresno, in certain adjacent sections of the County, and also provides trunkline service in the City of Clovis. FAX carries over eleven million passenger trips per year, constituting the vast majority of all transit trips in the County. The FAX fixed route network consists of 19 bus lines following a modified grid pattern with intersecting North-South and East-West (cross-town) bus lines (see Figure 2.1). Most lines serve one of three transit centers (Downtown Transit Mall, the Manchester Transit Center, and Market Place at Riverpark) and provide fast, convenient

connections to other FAX lines. The Downtown Transit Mall also offers connections with other bus systems like Fresno County Rural Transit Agency. In addition to the transit centers, FAX route 28 provides service into Clovis where passengers can transfer to Clovis Stageline.

Most bus lines are scheduled every 30 minutes on weekdays with two of the most popular lines, Routes 28 and 30, scheduled every 15 minutes during the day. Weekday service varies by route but generally runs from 5:30 a.m. to 10:00 p.m. In addition, FAX Route 28 is subject to a cost sharing agreement with the City of Clovis. A newer service, the Downtown Trolley, circulates through the Downtown area every 10 to 20 minutes providing free service to passengers.

FAX operates weekend service on a majority of bus routes from 6:30 a.m. to 10:00 p.m. The same service is offered on Saturdays and Sundays. Service frequencies are decreased during the weekend and range from 30 to 60 minutes.

FAX operates two bus lines in partnership with local organizations. Route 18E is subsidized by the Fresno Regional Occupational Program (ROP) and provides transportation between the Downtown Transit Mall and the ROP facility at Teilman and Nielson Avenues to coincide with class times. Route 58E is operated in partnership with Children's Hospital located on the northern edge of Fresno. The route runs hourly between the hospital and the Riverpark transit center.

Figure 2-1 FAX Routes

Route Number	Name	Weekday Freq	Weekend Freq	Weekday		Weekend		Transit Center
				Start	End	Start	End	
Fresno Area Express								
4	Downtown Trolley	10-20	-	6:30	6:30	-	-	Downtown Transit Mall
9	Shaw Ave Crosstown	30	30	5:40	9:35	6:35	6:35	None
12	Southeast Corridor	30	-	8:00	6:00	-	-	None
18E	Fresno ROP Express	Special	-	7:30	4:00	-	-	Downtown Transit Mall
20	N. Hughes/N. Marks/E. Olive	30	45	5:10	9:45	6:00	6:45	Downtown Transit Mall
22	N. West Ave./E. Tulare Ave.	30	50	5:30	9:15	6:15	6:00	Downtown Transit Mall
26	N. Palm/Peach Ave	30	60	6:00	10:00	7:15	7:00	Downtown Transit Mall & Riverpark
28	CSUF/Manchester Center/W. Fresno	15/30	30	5:45	10:30	6:15	6:45	Manchester Transit Center & Downtown Transit Mall
30	Pinedale/N. Blackstone/W. Fresno	15/30	30	5:45	9:00	6:30	6:15	Manchester Transit Center & Downtown Transit Mall
32	N. Fresno/Manchester Center/W. Fresno	30	30	6:00	9:30	6:15	6:00	Manchester Transit Center, Downtown Transit Mall, & Riverpark
33	Olive/Belmont Crosstown	30	60	6:00	7:30	7:30	6:30	None
34	NE Fresno/N. First/W. Fresno	30	30	5:45	9:15	6:45	6:30	Downtown Transit Mall
35	Olive Crosstown	30	45	5:45	9:30	7:00	6:15	None
38	N. Cedar/Jensen/Hinton Center	30	30	5:45	10:00	6:45	6:15	Downtown Transit Mall & Riverpark
39	Clinton Ave Crosstown	30	60	5:30	10:30	7:30	6:45	Manchester Transit Center
41	N. Marks Ave/Shields Ave	30	50	5:30	9:15	7:00	6:30	Manchester Transit Center
45	Ashlan Crosstown	60	60	6:00	7:40	9:40	5:00	Manchester Transit Center
58	NE Regular Service	60	60	7:00	6:30	11:00	6:15	Riverpark
58E	Valley Children's Hospital Express	60	60	6:30	6:00	11:30	5:45	Riverpark

Source: Fresno Area Express website (http://www.ci.fresno.ca.us/fax/)

Handy Ride

In addition to the fixed route service, FAX also provides a complementary demand response, curb-to-curb service, Handy Ride. Handy Ride service is oriented toward providing a high level of service to ADA certified persons who are unable to ride the fixed route system. Handy Ride also "allows" the general public to ride if space is available after all ADA appointments are scheduled. Handy Ride is currently operated under contract with the City of Fresno with MV Transportation. All Handy Ride vehicles and maintenance facilities are owned by the City of Fresno.

Service hours for Handy Ride mirror those of FAX fixed route service. Advanced, subscription and same day reservations are available by calling Handy Ride. Handy Ride's service area is bounded by Copper Street to the North, Central Avenue to the South, Temperance Avenue to the East, and Polk Avenue to the West.

Fresno County reimburses FAX to partially offset operating costs for fixed route and Handy Ride services in the unincorporated urbanized area. As of January 1, 2002, an estimated 45,000 unincorporated area residents lived within one half mile of a FAX route.

Clovis Transit

The City of Clovis is located in the Northeast quadrant of the Fresno Metropolitan Area. The City operates two transit services: Clovis Stageline and RoundUp. Stageline is the fixed route system for the City and operates four regular general service bus lines and one additional line that that provides limited service to the Reagan Education Center (see Figure 2-2). The bus service started in 1980 as a demand response shuttle, replacing Fresno Area Express service in the City. In 1991 the service was transformed into a fixed route bus system with a contractor operating the service. The City of Clovis took over the transit service in 1999, which has allowed the City to have greater control over the service. Clovis Transit operates as a Division within the General Services Department, and the Clovis City Council governs the transit system.

Stageline service is offered on weekdays from 6:00 a.m. to 6:30 p.m. every 30 minutes. There is no weekend or holiday service. Past weekend trials have shown that weekend service is unproductive. The base fare is $1.00 per ride. A fare increase is being considered to meet farebox requirements. Additional service in Clovis is offered by FAX Route 28; all Clovis Stageline routes intersect with this route, allowing Clovis passengers to transfer to Fresno bound service. Passengers can transfer to other FAX routes at the Manchester and Downtown Transit Centers. Clovis compensates FAX for providing service in the City of Clovis.

Figure 2-2 Clovis Stageline Routes

#	Name	Weekday Freq	Weekday		Transit Center
			Start	End	
Clovis Stageline					
10	Fresno State University/NW Clinic	30	6:00	6:30	None
50	NE Clovis/SW Clovis	30	6:00	6:30	None
60	Clovis Community Hospital/Sierra Vista Mall	30	6:50	6:50	None
65	SE Clovis Circulator	30	6:30	6:00	None
70	Reagan Education Center Express	1 morning trip/ 1 afternoon trip	7:00	3:00	None

Source: City of Clovis

Clovis RoundUp provides curb-to-curb paratransit service to the City of Clovis for the same $1 per ride fee as Stageline. For an additional $1 fee, RoundUp will provide door-to-door service for passengers including carrying a limited number of packages. Service is offered on weekdays from 6:15 a.m. to 6:15 p.m. and also on weekends from 8:00 a.m. to 3:00 p.m. In addition to providing trips within Clovis, RoundUp will take passengers into Fresno on weekdays from 7:00 a.m. to 4:00 p.m. Fares outside of Clovis are more expensive. All riders must complete an ADA Application and either be over 55 years old or disabled to use the service. Rides may be requested from 14 days to 24 hours in advance. RoundUp also serves as the Consolidated Transportation Services Agency for Clovis. When RoundUp is not operating, ADA certified passengers can use taxi vouchers to make essential trips within Clovis and to specified areas in Fresno. Taxi voucher trips require pre-approval before being used, and cost $2.50 each.

Fresno County Rural Transit Agency (FCRTA)

In August 1979, a Joint Powers Agency was created to coordinate and operate rural transit services in Fresno County. FCRTA, through contract public and private operators, and in coordination with the CTSA provides intra-city and inter-city service between rural communities and to downtown Fresno. Inter regional service to Fresno is provided via municipal providers and through Greyhound and Orange Belt Stages. The inter-city systems connect with FAX at the Downtown Transit Mall.

Due to the low density and rural characteristic of the communities served by FCRTA, most local transit service is provided by general public demand response, dial-a-ride services. Only the inter-city services use 30-foot buses on fixed routes. Service hours vary depending on subsystem but are generally weekdays from 7:00 am to 5:30 pm. Limited Saturday service is offered on a few systems. Fares are set to make transit affordable to the

entire community and to encourage frequent trips. Local fares range from $0.50 for elderly and disabled passengers to $0.75 for the general public. Intercity fares range from $0.75 to $6.50 depending on the distance traveled.

FCRTA consists of a total of 19 transit subsystems. Transit Programs operated through the FCRTA include:

Inter-City Services

- Coalinga Transit: Fixed route service to Fresno from Coalinga and Huron on weekdays and Saturdays.
- Laton Transit: Fixed route service between Laton and Hanford (Kings County), one round-trip weekdays. Operated by Kings Area Regional Transit (KART) under contract.
- Orange Cove Transit: Fixed route service connecting Reedley, Parlier, Sanger, and Orange Cove to Fresno. Two roundtrips are scheduled on weekdays. A weekday demand response service is also available in Orange Cove.
- Southeast Transit: Fixed route service connecting Kingsburg, Selma, and Fowler to Fresno. Three weekday roundtrips are offered to/from Fresno.
- Westside Transit: Fixed route service connecting Firebaugh, Mendota, and Kerman to Fresno. Two weekday roundtrips are offered to/from Fresno. Local Services

FCTRA provides local service in many smaller unincorporated communities in Fresno County, with some variation in service hours and type between communities. Most provide local demand response service on weekdays. Demand response service is also available on Saturdays in Kingsburg, Reedley, Sanger and Selma. In addition to local demand response service, Auberry Transit also operates a shuttle to Fresno once a week. Figure 2-3 lists these communities and the services available.

Figure 2-3 Services available in Other Fresno Communities

Community	Demand Response Service	Other Services
Auberry Transit	Yes, for local residents	Shuttle to Fresno once a week
Coalinga Transit	Monday-Friday	Shuttle to Fresno M-Sat, 1 round trip
Del Rey Transit	Monday-Friday	Shuttle to Sanger, M-F, 2 round trips
Firebaugh Transit	Monday-Friday	
Fowler Transit	Monday-Friday	
Huron Transit	Monday-Friday	Shuttle to Coalinga, M-F, 2 round trips
Kerman Transit	Monday-Friday	
Kingsburg Transit	Monday- Saturday	
Mendota Transit	Monday-Friday	
Orange Crest Transit	Monday-Friday	Shuttle through Kingsburg, Selma, Fowler, Fresno, M-F 3 round trips
Parlier Transit	Monday-Friday	
Reedley Transit	Monday-Friday	
Sanger Transit	Monday-Saturday	
San Joaquin Transit	Monday-Friday	
Selma Transit	Monday-Friday and Saturday	
Southeast Transit	Monday-Friday	Shuttle through Kingsburg, Selma, Fowler to Fresno, M-F, 3 round trips
Westside Transit	Monday-Friday	Shuttle through Firebaugh, Mondota, Kerman, M-F 2 round trips

Comparison of FAX, Clovis Transit, and FCRTA Services

As seen in the descriptions above, it is clear that the services provided by the three agencies are distinctly different, by design. FAX provides an urban level of service, with many routes, high capacity buses, high frequencies (at least in some corridors), and full weekly service. Clovis Transit, on the other hand, provides a more modest, suburban level of service with only a few routes and no weekend service. Round Up provides service on Saturdays from 7:30 am to 3:30 pm. FCRTA fixed-route service is extremely limited to a few inter-city corridors, some of which operate only once or twice a week, while intra-community service is generally provided on a real-time demand-respond systems. Figure 2-4 illustrates some of the major differences between services.

Figure 2-4 System Characteristics

Operator	Fresno		Clovis Transit		FCRTA	
	FAX	HandyRide	Stageline	RoundUp	Intercity	Local
Passengers	11,241,838	192,556	119,538	41,887	72,057	331,911
Total Operating Hours	309,980	81,510	16,678	21,241	13,280	41,503
Routes (fixed routes only)	19	N/a	5	N/a	7	15 demand response services
Hours of Operation: Weekdays	5:30am-10pm	5:30am-10pm	6am-6:30pm	6:15am - 6:15pm	varies	7am-5:30 pm (varies)
Hours of Operation: Weekends	6:30am-7pm	5:30am-10pm	no weekend service	8:00am-3:00pm	none	8am-5 pm (varies-Limited to a 5 services)
Minimum Headway	15–30 minutes	N/a	30 minutes	N/a	3 weekday trips max	N/a
Fares	$1.00	$1.00	$1.00	$1.00	$.75-$6.50	$.50-$.75

Sources: COFCG, FCRTA, FAX; all data is FY 2004/05

Productivity

As expected by the differences in the levels and types of service provided, standard transit productivity measures also differ between services. Figure 2-5, below, presents productivity statistics for each of the three systems. General public fixed route and paratransit dial a ride systems naturally have different productivity measures, with per passenger costs for paratransit usually much higher than fixed route systems.

While FAX cost per (vehicle) hour is the highest of any service, due in part to the higher salaries of its unionized workforce, the system also carries five times as many passengers per vehicle-hour and per vehicle-mile, reflecting the much greater productivity of this urban system. Similarly, FAX's operating cost per passenger is about 1/3 that of Clovis or FCRTA.

In contrast, Clovis Stageline does not carry enough passengers to meet the 20% farebox return required by the State for urban transit systems receiving TDA funds. In order to be in compliance, Clovis must dedicate Measure C funds to make up the difference.

FCRTA's productivity figures are typical for a rural service that relies heavily on a demand response system to provide general public transit. While FCRTA tracks most measures for its total service, it's possible to calculate some productivity measures for intercity vs. local

service. It is notable that its local demand response service is much more productive than its intercity service; intercity transit must transport relatively few people over long distances while absorbing large fixed costs. FCRTA's farebox includes some social service income that bolsters the farebox ratio compared to Fresno and Clovis.

Figure 2-5 Productivity Measure Comparisons

	Fresno Area Express		Clovis Transit		FCRTA	
	FAX	HandyRide	Stageline	RoundUp	Intercity	Local
Passengers/hour	36.3	2.4	7.2	2.0	5.4	8.1
Passengers/mile	2.5	.16	.45	.17	.26	.69
Cost /hour	$93.24	$48.93	$63.29	$47.30	$57.10*	
Cost/passenger	$2.57	$20.71	$8.83	$23.98	$7.70*	
Farebox Ratio	26.5%	2.6%	6.4%	6.2%	13.1%*	

*These measures for total FCRTA service
Source: Transit Productivity Evaluation, FY 2004/05 (COFCG); FCRTA Operating Report

Administration

Figure 2-6 summarizes the administrative structure of the three services and is reviewed in further detail below.

Figure 2-6 Administrative Comparison

Agency	Fresno Area Express	Clovis Transit	FCRTA
Agency Status	City Department	City Division	Joint Powers Authority
Policy Board	City Council	City Council	JPA Board of Directors
Management Structure	General Manager, reports to City Council	Transit Supervisor, reports to Department Head, report to City Council	General Manager, reports to Board
Administrative Employees	22	2	2
Total Employees (FTE)	235*	26	44 (staff and contract)
Union status	Unionize public workforce	Bargaining unit, non-union	Non-union

*Does not include employees of MV Transportation (private operator of Handyride)

Fresno Area Express

FAX is operated by the City of Fresno under the Transportation Division and is led by the Director of Transportation. The Transportation Division consists of four separate divisions: operations, planning, administration, and maintenance. The Planning Division is the only division not under the City. Since 1987 the City has contracted with the County of Fresno Council of Governments (COFCG) to perform service planning, evaluation, development,

and public outreach. Each of the divisions is led by a manager and answers to the Transportation Director.

The Administration Division is responsible for intergovernmental coordination, budgets, grant management, data collection, computer services, personnel, contract administration and policy development. The Administration Division employed 22 persons as of June 2005.

The Operations Division is responsible for managing the day-to-day operations of transit service, including driver training. As of June 2005, FAX vehicle operations consisted of 195 permanent bus driver positions and eighteen field supervisor positions. Weekday service currently requires an average of 150 drivers with Saturday and Sunday service requiring 90 drivers. The remaining drivers are designated for the extra board, vacation and sick relief. 246 persons worked for Operations as of June 2005.

Maintenance is responsible for maintaining the fixed route vehicles, monitoring the maintenance of Handy Ride vehicles, and maintaining bus stops and shelters. 66 persons worked in maintenance as of June 2005. Both operations and maintenance personnel at FAX are unionized.

The Planning Division prepares transit related documents such as the Short Range Transit Plan and Regional Transportation Plan and develops routes and scheduling of transit service. Planning staff analyze performance figures, such as ridership and productivity to evaluate existing service and explore opportunities for improvement. The FAX Planning Division is also responsible for public information and outreach. The Council of Fresno County Governments (COFCG) employed 6 people in their planning division in June 2005.

The City of Fresno currently contracts with MV Transportation (MV), a private operator, to provide complementary paratransit service to the fixed route service. MV Transportation succeeded the previous contractor, Laidlaw, in 2005. The FAX Director of Transportation oversees the contract, which extends through 2010.

The City of Fresno leases paratransit vehicles to the contactor at a nominal rate to provide the paratransit service. MV provides all operating and maintenance personnel required for performance of the contract.

Clovis Transit Administration

Clovis Stageline and RoundUp are operated by the City of Clovis. The Transportation Division is under the General Services Department. A Transit Supervisor manages the day-to-day operations of the transit system and answers to the Director of General Services. Additional services are provided by an administrative aid. The planning function is minimal, and is provided by the transit supervisor. Other City staff provides services, as needed, in areas such as human resources, financial reporting, and legal issues.

The Transportation Division includes approximately 26 full-time equivalent (FTE) staff, including the two administrative staff, a dispatcher, and drivers for Stageline and RoundUp. All maintenance of Clovis Transit vehicles is performed in-house by City maintenance staff, which also maintains other fleet vehicles for the City of Clovis. An FTE breakdown is not available for these positions.

Fresno County Rural Transportation Agency Administration

Due to the small size of FCRTA, and the fact that all services are contracted out with private and public operators, FCRTA currently requires only two staff to administer their services – a general manager and administrative assistant. FCRTA is located within the Council of Fresno County Governments office in Fresno. Fresno COG staff performs many functions such as planning and finance. In each of the local services, there is an administrative role played by a transit supervisor employed by the contracting transit provider. A total of 43.6 FTE operating staff (both public and contract) are required to fully administer and operate the FCRTA systems. Private vendors perform maintenance and these personnel are not counted in the agency's staff size.

FCRTA is structured as a Joint Powers Agency, with representation from the cities and County. The governing board of the FCRTA consists of one Fresno County supervisor and a mayor or councilperson from each of the thirteen cities that are a part of the JPA. The County representative gets six votes; while city representatives get one vote each, for a total of 19 votes. The board appoints the General Manager of the organization. Seven months after the organization was formed (September 29, 1979), the current General Manager was hired.

The FCRTA also operates as the Consolidated Transportation Services Agency (CTSA) for rural Fresno County jointly with the Fresno County Economic Opportunities Commission (FCEOC). Three board members from each agency serve as the board members of the CTSA. The two agencies coordinate program efforts, record keeping, and other operations. FCRTA contracts with FCEOC for driver, dispatcher and supervisor services.

Transit Funding

Funding for transit services in Fresno County are provided by a mix of local, State and Federal funding sources, as well as fare revenues. Each of the transit agencies uses a different mix of funding sources. Figure 2-6, below, summarizes the funding sources and amounts available to each agency for annual operations. It does not include funding used for one-time capital purchases.

Figure 2-7 Funding Sources, FY 2004/05

Agency Funding Category	FAX (budget)		Clovis Transit (actual)		FCRTA (budget)	
	Amount (000's)	Percent	Amount (000's)	Percent	Amount (000's)	Percent
Federal Formula Grants	$6,190	20%	0	0%	$422	10%
TDA LTF and STA	$12,923	43%	$1,880	78%	$3,015	75%
Measure C	$1,400	5%	$352	15%	$0	0%
Fares	$9,766	32%	$130	5%	$397	10%
Other *	$115	<1%	$41	2%	$196	5%
Total	$30,396	100%	$2,402	100%	$4,030	100%

*Advertising, Interest, carryover, etc.
Source: 2005 Short Range Transit Plan, FCRTA budget, City of Clovis

Federal Funds

Federal funding sources include Section 5307 Urban formula grants (used by FAX), and Section 5311 Rural formula grants (used by FCRTA). These formula funds are typically an important source of operating support for transit agencies. Clovis Transit is the only local agency that has chosen not to receive formula funds to support transit operations; it would qualify for Section 5307 urban formula funding flowing to the Fresno urbanized area, but they would need to take on Federal reporting requirements to do so. To date, they have not been interested. Other Federal sources include grants that can be used to initiate service on a demonstration basis, such as Jobs Access Reverse Commute (JARC) funds, and Congestion Management and Air Quality (CMAQ) funds.

Local – Measure C

Local funds include Measure C, the Fresno County twenty-year half-cent sales tax for transportation. Twenty-five percent of the proceeds are distributed on a population basis to individual cities and the County to fund local transportation projects, while the remaining 75% of funds support highway projects countywide. Clovis and Fresno use a portion of their Measure C funds to support the operating costs of transit. In November 2006, 78% of Fresno County voters passed an extension to the Measure C program. Approximately 25% of the reauthorized Measure C funds ($412.1 million) will be directed for enhanced public

transit services including funds to move forward with implementation of consolidated transit services in the County.

State – Transportation Development Act Funds

State Funds include two main sources that are jointly referred to as Transportation Development Act (TDA) funds: State Transit Assistance funds (STA) and Local Transportation Funds (LTF). For transit agencies throughout California, TDA is a primary funding source, often the single greatest source. This is particularly true for smaller agencies and is the case in Fresno County.

STA funds are derived from gas tax receipts and the LTF (by far the larger of the two) is derived from a quarter-cent of the general sales tax collected countywide. The LTF is returned to each county, whereas STA funds are distributed by county according to both population and transit operating revenues. Most LTF funds are "transit first" funds, but if all local transit needs are determined to be funded by the unmet transit needs process, excess LTF may be used for local street and road projects. Comparatively, as the name implies, all STA funds must be devoted to transit purposes.[1]

In Fresno County and many other counties in California, the LTF is more likely to be fully utilized for transit services in urban areas with large and complex transit systems, but not so in smaller cities and rural areas that have smaller transit systems, more barriers to expand their service, and compelling demand to maintain rural road networks.

As shown in Figures 2-8 and 2-9, there is significant variation in usage of the LTF within Fresno County. The City of Fresno devotes 100% of its LTF to support FAX, Clovis devotes nearly 75% of its LTF for Clovis Transit, and the percentage of the LTF dedicated to transit in small cities and the unincorporated-County service sub-areas ranges from 0% (Coalinga)[2] to 77% (Huron). Overall, outside the two largest cities of Fresno and Clovis, 39% of the LTF is spent on transit, to support both FCRTA and FAX service to small cities and unincorporated areas. Countywide, 74% of the LTF flowing to Fresno County funds transit services, with the remaining 26% funding streets and roads. The significant differences between cities in LTF expenditures illustrates that jurisdictions have very different priorities for the use of these funds.

[1] "Transportation Development Act (TDA) – Statutes and California Codes of Regulations," California Department of Transportation (January 2005).
[2] Because of a prior year carryover balance

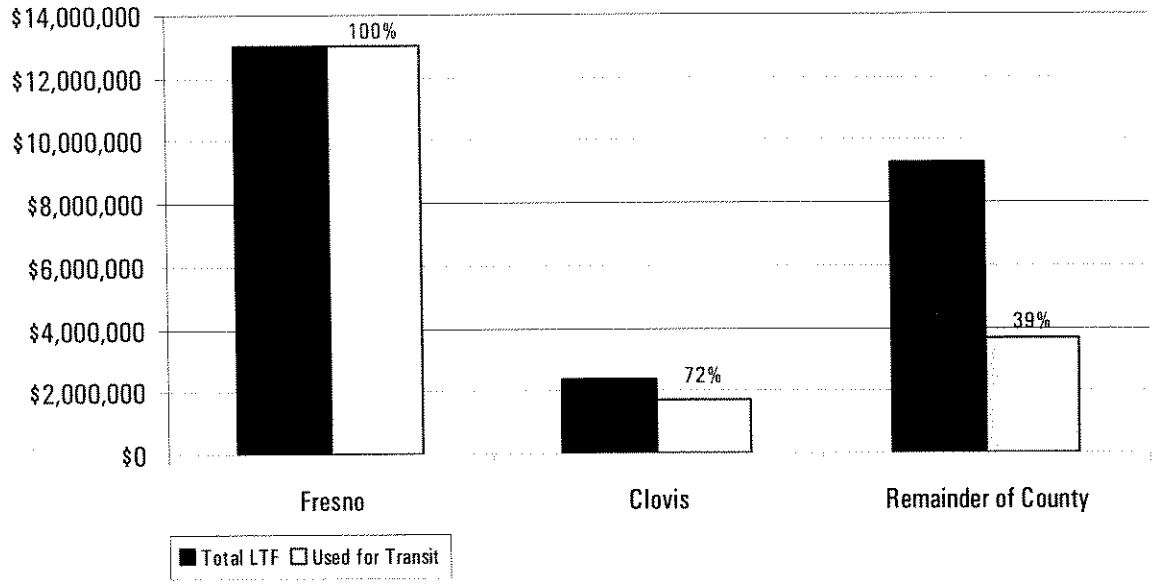
Figure 2-8 LTF Spending in incorporated cities and Fresno County, 2005

Jurisdiction	Total LTF (1)	Transit	Streets	% for Transit
Fresno	$13,002,203	$13,002,203	$0	100%
Huron	$196,295	$150,317	$45,978	77%
Clovis	$2,406,541	$1,737,364	$669,177	72%
Fowler	$132,309	$93,679	$38,630	71%
Kingsburg	$314,391	$207,695	$106,696	66%
Firebaugh	$188,601	$123,477	$65,124	65%
Selma	$627,018	$406,765	$220,253	65%
Reedley	$632,278	$339,761	$292,517	54%
Mendota	$244,501	$118,525	$125,976	48%
San Joaquin	$101,365	$43,347	$58,018	43%
Orange Cove	$260,113	$107,375	$152,738	41%
Sanger	$618,457	$243,087	$375,370	39%
Fresno County	$4,841,732	$1,645,128	$3,196,604	34%
Kerman	$320,490	$93,795	$226,695	29%
Parlier	$355,574	$92,359	$263,215	26%
Coalinga*	$477,867	$0	$477,867	0%
TOTAL	**$24,719,735**	**$18,404,877**	**$6,314,858**	**74%**

Note: Coalinga spent 100% on streets and roads because it reduced transit services during 2004/5 and ended the year with a surplus reserved for transit. It therefore did not need to draw on LTF in 2005 to fund its remaining transit services. In previous years Coalinga has spent TDA on transit.

(1) Total LTF excludes Article 4 and 8a funds.

Figure 2-9 Use of LTF Funds for Transit in Fresno County, 2005



Cost sharing among Transit Agencies

Cost sharing is used between agencies for services provided within another agency's service area. The City of Clovis compensates FAX annually for providing service on Route 28 through Clovis. The amount is calculated annually according to a 1994 agreement between the two cities. In 2004/5 the compensation totaled $165,395. The County also compensates FAX for providing service to unincorporated areas within FAX's service area.

School Transportation

Fresno County has thirty-four separate school districts. These districts include seventeen unified (K-12) districts, fifteen elementary school districts, and two high school districts. Most districts run some sort of "yellow" school bus program.

The largest district in the County, Fresno Unified, buses approximately 15,000 of its 80,000 students on an annual basis, and also provides FAX tickets for special situations. Many students within the Fresno Unified School District live within walking distance of school, which is defined as one mile for elementary school and two miles for middle and high school. Students living in rural areas, however, tend to be much further from school and are much more dependent on "yellow" school buses. Most districts run their own school bus transportation systems, but five small school districts in rural Fresno County formed the Southwest Transportation Agency in 1988 as a JPA to consolidate this function under one roof.

Funding for school busing comes from three main sources: California State Department of Education funds, local school district funds, and student fares. Providing "free of charge" school transportation is not required by the State, and the State provides less than half of

the funds required for school bus transportation Statewide. The formula to fund school bus service has not been adjusted since 1982, leading to a severe shortage of State funding for school bus service. Furthermore, this funding is not distributed equitably. Fresno County Unified School District, for instance, covers approximately half of its operating budget for school transportation through State aid.

The lack of State funding, combined with the difficulty in raising local taxes, has led to California having the lowest proportion, nationwide, of school children who ride a school bus to get to school (17% versus a national average of 57%). California also has the *oldest* school bus fleet in the nation.[3]

To raise additional funds for school buses, school districts have two main options: devote a proportion of their general fund educational budget to school transportation (possibly at the expense of books and teachers), and/or imposing fares on students and their families. Many school districts in California now charge for student busing, often at a rate of several hundred dollars per semester. Fresno Unified, however, is one district that provides its students with free busing, covering the gap with its own General Fund. The District recognizes that bus fees would be a major impediment to attending school, especially for the low-income student population,

School transportation is a complex issue and funding sources and the regulations associated with school transportation make true consolidation very difficult. For instance, State funding support for student transportation can only support student ("yellow" school bus) systems. Similarly, while public transit agencies may certainly serve students and school sites, if they accept Federal Transit Agency funds they cannot run trips that do not allow general public boardings.

[3] Cited in Can't Get There From Here; The Declining Independent Mobility of California's Children and Youth, Surface Transportation Policy Project, September 2003.

Chapter 3. Stakeholder Interviews

Summary of Stakeholder Interviews

As an initial step in this study, telephone interviews were held with a wide range of community representatives.

The purpose of this chapter is to present the array of concerns and issues expressed by local agency representatives, organizational and community leaders, and political leaders. In the summary below, we review general stakeholder opinion, and, where relevant, we discuss the reactions of particular classes of stakeholders such as elected officials or transit agency staff.

The interviews were conducted in March and April 2006. Representatives from the following agencies and cities were included in the stakeholder interview process:

- City of Clovis
- City of Fresno
- Fresno County Board of Supervisors
- Fresno Unified School District
- Fresno Area Express (FAX)
- Clovis Transit
- Fresno County Rural Transit Agency

Major Strengths and Weaknesses

When asked to discuss strengths and weaknesses, most respondents focused on weaknesses. This is perhaps an indication of the general concern for the nature of public transit in Fresno County. The themes and an overview of each follow. Figure 3-1 presents a sample of comments from each category from a cross section of stakeholders.

Strengths

The fact that there are transit services in Fresno County was cited as a strength by many stakeholders. Overall, stakeholders were modestly positive about the quality of service for transit dependent populations in their communities. Every respondent in the FCRTA area listed the provision of ANY transit as positive, recognizing the tenuous services that exist for the smaller communities in Fresno County. In Fresno and Clovis, respondents recognized that more pervasive transit systems provide a decent level of service for the transit dependent, but that few riders are lured out of their cars to ride transit. Some stakeholders noted recent improvements to FAX that are increasing frequency on some routes.

Weaknesses

The weaknesses were in several categories.

The most common weaknesses were in the general category of service levels. Stakeholders feel that service is not frequent enough, fast enough, or pervasive enough to provide a level of service that is useful to any but the truly transit dependent population.

Several stakeholders mentioned the lack of specialized services that might attract "choice" riders who prefer to use their cars. In particular, these services might include "express" or "commute" service that could traverse the metropolitan area more quickly than current bus routes. These included services within Fresno, and services connecting growing cities outside of Fresno to central locations in Fresno. Elected officials were most likely to mention this issue as a weakness.

Several stakeholders noted the difficulties in getting between particular locations. These include trips from small outlying communities such as Firebaugh or Kerman to locations in Fresno and Clovis, and trips from Clovis to Fresno.

Figure 3-1 Sample Comments on Strengths and Weaknesses of Existing Transit Services

Category	Strengths	Weaknesses
Service Quality	Services exist; it is possible to get to most communities via transit Works for people who have no other transportation options Transit provides reasonable service for elderly, particularly within communities Clovis and FCRTA drivers tend to know their customers, and vice versa, due to small size of services Clovis service is controlled locally; there is pride in managing fleet, designing routes, operating service FAX has some lines with frequent (15 minute) service, and is working to add more Good but limited service within small cities; cities get what they want because they determine local investment Service in small cities is very limited on nights and weekends	Intercity service from outlying communities is very sparse – once or twice a day service to Fresno Ridership is low on Clovis service FAX drivers are not perceived to be friendly by some patrons All service is designed for transit dependent. There is a lack of fast, direct service that can compete with the automobile. Service is not a "commute alternative" Routes do not keep up with population growth/development; some areas have no service HandyRide sometimes gets bad press Huge demand for school transportation, but demand response system can't handle it Transit routes aren't keeping up with development
Frequency	FAX has a reasonable frequency on most lines	FCRTA fixed routes are very infrequent Clovis is infrequent, and only generally useful to the transit dependent (seniors and students) Except for a few FAX Routes, there are no routes with 15 minute service in the Fresno region, making connections difficult.
Connectivity between services	All FCRTA fixed routes feed into downtown Fresno, with connections to FAX All Clovis Transit feeds into FAX Route 28	Local services aren't well integrated with regional services, particularly in small cities Need better schedule coordination between transit agencies Much too difficult and time consuming to traverse metro area, particularly from small city to somewhere other than downtown Fresno Information on connections is not good; few people understand more than one service
Cost	Cost effective service for small cities; non-unionized workforce	Hard to provide cost effective service as Fresno continues to sprawl Cost to rider is high when they need to transfer Can't provide the service/frequency we'd like with existing resources Intercity service is difficult to provide cost-effectively, but it is a lifeline for small cities Clovis service has a high subsidy per trip Clovis depends on Measure C to subsidize transit; this source may disappear next year
Other Comments	Have a high degree of local control over transit services There is widespread community support for transit, even if most people don't ride it. This translates into political support	Farm workers are not well served by public transit Discontinuing Greyhound service is a loss, particularly for smaller communities and intercounty travelers Buses sometimes block traffic/ FAX buses are too big for the number of passengers they carry For rural services, there seems to be little focus on determining what people want and need. Whole system needs a marketing study Transit suffers from the stigma that "only poor people ride the bus" Current land use doesn't support transit; Fresno and Clovis need to look at density if they want to support transit and get away from reliance on SOV's, and help with air quality. As city departments, FAX and Clovis don't have dedicated policy boards. City Councils don't always pay much attention to transit

Transportation Needs

Stakeholders were asked of their perceptions of the transportation needs in their community, and Fresno County as a whole, both now and in the future. Most respondents noted that rapid population growth, as well as the expansion of the Fresno metropolitan area, is overwhelming the capacity of local roadways and creating transportation challenges for the future. Many saw a need for enhanced transit as a part of the solution, but there were considerable differences in what kind of transit services were perceived as important.

Opinions split largely along the lines of whether Fresno County should do a better job providing for the transit dependent (seniors/youth/poor), or whether an increased investment needed to be made to serve commuting adults who might have a "choice" to ride transit or use their cars. Many mentioned the difficulty in providing truly competitive transit given the lack of centralized job sites and the free parking available even in downtown Fresno. This is seen as a particular challenge for outlying cities. Elected officials were more likely to advocate for both choice riders and the transit dependent, while agency staff generally highlighted the needs of the transit dependent. However, there is the widespread desire to move transit towards more universal use over time.

Figure 3-2 Perceived Transportation Needs

Category	Comments
General Transportation Needs	Fresno County will remain auto dependent; the study needs to acknowledge that "We like our cars" Fresno County is growing, and more and more areas are urbanizing. All of these people need to move around the County The County has to do something about air pollution, and more cars are making this ever more important Key corridors such as Highway 99 and 180 need significant investment. Need more roads and freeways to handle auto congestion. Need funding for streets and roads; not enough to take care of current needs Fresno is getting closer to gridlock; we need transportation alternatives Need to get children to school Better use of impact fees to fund transportation/transit infrastructure
Transit Needs – "transit dependent"	Transit will remain mostly geared to "transit dependent"; we need to do a better job for disabled/senior/poor constituents Need better school transportation; students often have to walk great distances Better regional connections to Greyhound and Amtrak There is/will be limited demand for intercity service, but it's an important lifeline for small cities There is a demand for increased transit frequency in urban areas Need more farm worker vanpools, modeled on King County program Rural areas need medical transportation and lifeline services, both can be very expensive to provide
Transit needs – "commuter/choice"	Use Vanpools more, perhaps as first step in developing a commute service in fixed route. It is important to start developing transit infrastructure, including a network of express and commute buses, to provide a real transportation alternative in Fresno County Must have greater frequency; half hour service does not provide service people can use Transit trips need to be faster, more completive with cars Improved train service Need better regional connections to Airport Need more and better connections to Fresno from outlying communities, particularly up and down the 99 Corridor
Other Comments	Politicians don't hear from constituents who ride transit about their transit needs; they hear from organized groups like the League of Women Voters and the League of Conservation Voters. There is a lot of confusion about how "smart growth" and transit actually work together, and how big a role transit can play.

Coordination

Stakeholders were queried on their experience in coordination between services, and asked about how coordination could be improved. Coordination in this discussion was not simply service coordination, but cooperation and communication between agencies. In general, stakeholders think that communication between jurisdictions and agencies is reasonable. Stakeholders, particularly agency staff, feel that on-going communication between agencies occurs through both formal and informal networks, and routes and schedules are usually coordinated.

Where stakeholders felt that coordination is not ideal is from the rider's perspective. Many stakeholders mentioned that a regional farebox that allowed one bus pass or ticket would improve the passenger experience on transit, regardless of how many separate agencies they use to complete a trip. Uniform information about all services would also help in trip planning, and this information could be in print, on the web, and via telephone. Several stakeholders said that if this level of coordination could be established, true consolidation may not be so important.

Some stakeholders, particularly elected officials, also felt that more cooperation between agencies could potentially "leverage more transit dollars" by coordinating more closely in such areas as administration, finance and reporting and fleet purchases.

Figure 3-3 Existing and Suggested Coordination

Existing Coordination	Route, schedule and common transfer locations Transfer Policy between FAX and Clovis Countywide participation in Welfare to Work programs
Suggested Improvements	Regional Farebox Regional Trip Planning Assistance Coordinated information generally: schedules, websites, telephone information Administrative coordination where practical Joint fleet purchases

Consolidation

Stakeholders were asked several questions about consolidation of transit services in Fresno County. They were asked what they (or their communities) would hope to gain by consolidating transit services, and also what they could potentially lose. Most of the respondents were "for" consolidation, and assumed that any concerns could be worked out in the process of consolidation. Elected officials in general, and County Supervisors in particular, were for consolidation, while there was somewhat more hesitancy among local electeds and particularly among agency staff. The specific suggestions under each category are summarized in Figure 3-4.

Interestingly, several stakeholders felt that a consolidated agency would help support passage of a ½ cent sales tax, feeling that a consolidated transit system would help sway Fresno County voters. On the other side of the funding issue, however, some worried that local control over TDA funds would be a difficult issue in implementing a consolidated system. Currently, many smaller cities use a portion of their TDA funds for Streets and Roads while FAX devotes it all to transit. Some stakeholders (particularly small city elected officials and staff) worry that under a consolidated system all of the TDA would be "sucked up" by transit, and that might not be politically acceptable.

Several stakeholders also advocated a "phased" consolidation, with FAX and Clovis the logical first step, as they are both "urban" services with significant overlap. A next phase could be integrating FCRTA intercity routes, particularly along the Highway 99 corridor. Local demand response services in outlying cities could be the last to consolidate, if at all.

Finally, several stakeholders highlighted turf issues as an impediment to consolidation, but they were often speaking of other's assumed opinions, and not their own. The City of Clovis was often identified as a likely opponent of consolidation, yet no policymaker or agency representative interviewed from Clovis was against consolidation as a concept worthy of consideration.

Figure 3-4 Opinions on Consolidation

Category	Comments
Potential Gains	Likely that a consolidated system could provide more service to small communities, with better access across region Would hope for route and scheduling efficiencies Could free up some administrative resources Potential for better school transportation; a consolidated agency could better serve school transportation needs than the multiple school districts currently do Would hope for an increased ability to raise funds, pass a ½ cent sales tax Transit agency could have one board of directors, with more potential for cohesive policy than today, and more regular oversight Consolidated agency could be a strong regional advocate Transit District could potentially be a separate government entity with taxing authority
Concerns	Some people could feel their "turf" is threatened. Locals are used to making local decisions about routes and service levels; this could be lost in a consolidated system Many in Clovis believe their system provides a high level of service quality to their patrons (if not frequency), and that could be lost in consolidation Individual cities have different attitudes towards transit; this could cause dissention in planning services Some small cities use a large portion of their TDA for Streets and Roads; there will likely be resistance to claiming those funds for transit in a consolidated system Clovis and FCRTA worry about losing good relations with operating staff; FAX is characterized by a more adversarial labor/management relationship. Also, likely that union pay scales would go countywide, increasing operating costs, particularly in FCRTA area. Will be difficult to balance needs of urban centers vs. rural communities. Small cities need a "lifeline" service to Fresno, but it may not be seen as cost-effective in a consolidated agency.
Other Comments	No issues with consolidation; checks and balances can be built in to safeguard positions of small communities If we only a create a new bureaucracy with no cost savings, that will be unacceptable Most important to consolidate Fresno/Clovis, where overlap currently exists

Essential Elements to Support Plan

Stakeholders were asked to identify the necessary elements to support consolidation of transit services in Fresno County. Responses to this question reveal several distinct areas:

1. **Cost Savings/ Revenue Neutrality**

   For many stakeholders, it is expected that consolidation would result in some cost savings. While no respondents identified this potential savings as significant, most indicated that consolidation would HAVE to be at least revenue neutral, and should hopefully demonstrate some level of cost savings. Elected officials were more likely than staff to feel that cost savings were likely.

2. **Service Improvements/Maintenance of existing service levels**

   Paired with the need to be revenue neutral, many stakeholders indicated that service levels and quality should stay the same or, hopefully get better. Specifically, service not only includes frequency, but perceptions of service quality. There was some concern from residents of smaller cities that in an effort to streamline and rationalize service, the individual needs of smaller communities could be lost.

3. **Local Control of Funding**

   Some stakeholders recognized that funding would be a significant issue, particularly concerning use of TDA funds. FAX currently uses all TDA funds for transit, while smaller communities use a portion for streets and roads. Stakeholders who were familiar with system funding (particularly agency staff) acknowledged that the control of localities would need to be negotiated in any consolidation. None of the stakeholders felt that maintaining local control of funding would present a critical issue for them; however some thought it would be a critical issue for OTHER policy makers or agencies.

4. **Political Representation**

   Similar to funding, stakeholders recognize that the policy board of a consolidated agency will need to balance the needs of Fresno with smaller communities and unincorporated county. Most felt this could be accomplished in the structure of the policy board and the structure of decision making within a consolidated agency.

5. **Personnel**

   Finally, it was assumed by all stakeholders who mentioned employment, that all current operating personnel would be offered jobs in a consolidated agency, and that seniority would also be preserved. Most assume that all operating personnel would become unionized in a consolidated system.

Figure 3-5 Conditions for Approval of Consolidation

Category	Comments
Cost Savings	Show that the system would be revenue neutral would be required. Don't know if there will be cost savings; drivers for Clovis and FCRTA will have to be paid at higher rates Our community would have to have similar or better service at reduced cost
Local Funding	Assure locals that their funding needs will be met
Political Representation	Can be worked out/open minded on the ultimate structure Ultimately, the structure must be something people can trust Assure that Fresno can't dominate; require that a majority of cities approve major actions Include a mix of elected officials, representatives of interest groups, appointed citizens
Personnel	Job protections must be in place Not certain that drivers for smaller systems (Clovis, FCRTA) will want to work for a larger agency

Inter-Regional Services

While the main topic of this investigation is transit within Fresno County, stakeholders were also asked about potential need for service beyond County limits. Most stakeholders felt that this issue is not as pressing as greater coordination/consolidation of Fresno County services, but many were supportive of implementing routes to nearby counties if there is sufficient demand and joint financial support. In general though, stakeholders suggested improving Fresno County transit services before reaching out to other counties. Stakeholders acknowledge that Fresno is the central city for medical, shopping, and culture for a broad area and that transit demands are stretching beyond these limits now and in the future. In particular, the following location or routes were mentioned:

- Southern Madera County – increasingly tied into Fresno County, with significant future development forecast.
- Southeast on Highway 99 towards Visalia in Tulare County is also developing.
- Firebaugh/Kerman to/from Madera
- Hanford and Kings County to Coalinga/Selma/Fresno

When asked how to pay for increased inter-regional service, most stakeholders felt that would have to be negotiated between the participating counties. Most felt that inter-county service cannot be provided by Fresno alone, and several mentioned that the lack of funding cooperation with other counties is a reason why there is not more inter-county service now. One stakeholder felt that development fees in fast growing areas outside Fresno County should provide some of the funding required to support these services, because many of the residents of new subdivisions will work in Fresno County.

School Transportation Issues

Several stakeholders mentioned school transportation issues as a particular concern, and a possible subject of consolidation. There is widespread frustration that school transportation is not universally provided and that there are often very long walk distances assumed (meaning that parents often, for safety perception reasons, provide transportation directly). Some stakeholders advocated consolidation of school transportation resources among school districts, on the theory that fleets could be operated more efficiently that way. Others advocated more coordination/consolidation with public transit operators. However, several stakeholders pointed out that there is lot of misinformation about school transportation issues. Contrary to the beliefs of some, they point out, complete consolidation of school transportation with public transportation is not really possible due to federally imposed constraints that come along with federal funding. There are different requirements for equipment and for how the system is operated that are not easily merged.

Summary of Stakeholder Interviews

Stakeholders generally feel that transit has a very important and growing role in Fresno County. However, they feel that transit doesn't adequately meet the existing needs, and as Fresno County continues to grow, the consensus was that transit must be improved to increase mobility options of residents and decrease the environmental impacts of growth.

Stakeholders were generally very positive on proceeding with further coordination and consolidation of Fresno County transit services. While some stakeholders, particularly those with direct transit agency experience, pointed out some of the political and financial pitfalls of consolidation, most respondents felt that proceeding with consolidation is a worthy goal, and that most obstacles can be worked out through the political process. In the absence of full consolidation, stakeholders felt the most important way to improve the experience of the transit rider is to provide a coordinated seamless countywide system. Most respondents feel that consolidation within Fresno County is a large enough challenge, and that consolidation over county boundaries should not be addressed at this time. However, many identified potential transit areas that suggest coordination with neighboring counties is worthy of further consideration.

Finally, some respondents mentioned school issues, but there was little consensus on whether transit consolidation should incorporate school transportation, or whether school transportation is really a different issue entirely. Some mentioned consolidation between school districts as a worthy goal.

Chapter 4. Peer Review

This chapter provides a review of the experiences of five agencies that have pursued consolidation of transit services in operating environments similar to Fresno County. The review provides insight into opportunities for consolidation in Fresno County and strategies to overcome challenges of consolidation. The review includes an examination of each agency's consolidation process, the transit services they provide, arrangements for staffing and governance, and funding formulas. The chapter concludes with a brief discussion of coordination and consolidation alternatives presented by the peer review, with a comparison of their potential advantages and disadvantages.

The peer agencies included in this chapter were selected because they operate a mix of local and intercity services, include both small urban and rural areas, have consolidation experience in forming a Joint Powers Agency (JPA) or a transit district, and are generally located in the Central or San Joaquin Valley. A description of transit services before consolidation is provided for each case study. Three agencies have undergone relatively recent consolidation, while two agencies have had longer experiences with consolidation, having formed as JPAs in 1975 and 1981 respectively. Figure 4-1 provides an overview of the selected peer agencies.

Figure 4-1 Peer Review Agencies

Agency	Types of Service	Private vs. Public Operation	Governance
Kings Area Rural Transit (Kings County)	Rural, small urban, intercity	Privately contracted for operations and maintenance	JPA between County and cities, with one local transit system operating independently
San Joaquin Regional Transit District	Rural, small urban, intercity and interregional	Public operation	Transit District formed through consolidation of metropolitan and county services, with small local systems operating independently
Yuba-Sutter Transit Authority	Small urban, limited rural service, commuter service	Privately contracted for operations and maintenance	Fully-consolidated JPA between two counties and two cities (one in each county)
Merced County Transit ("The Bus")	Rural, small urban, intercity	Privately contracted for operations and maintenance	Fully-consolidated JPA between County and cities
Butte County (B-Line)	Rural, small urban, intercity	Privately contracted for operations and maintenance	Fully-consolidated JPA between County and cities (administrative consolidation was achieved as an interim step toward full consolidation)

At the end of the chapter, peer agencies' operating and consolidation characteristics are provided in table form for the purpose of comparisons (Figures 4-2 and 4-3).

Peer Agency Consolidation History and Experience

Kings Area Rural Transit

Kings Area Rural Transit (KART) is managed by the Kings County Area Public Transit Agency (KCAPTA), a JPA consisting of Kings County and the cities of Avenal, Hanford, and Lemoore. KART began operations in 1981. At the time of JPA formation, no separate administrative entity was created; KART's two original employees were employees of the Kings County Public Works Department. KART's staff has grown considerably over the years, and employees were transitioned to the JPA in July 2005. Day-to-day KART service always has been operated by a private contractor. KART operates separately from the City of Corcoran, which provides service within its boundaries and adjacent unincorporated areas.

KCAPTA's policy board is made up of one representative from each of the three municipal jurisdictions and two from Kings County. Board members are City Council or Board of Supervisors members appointed to serve on the KCAPTA Board. The Board is responsible for establishing policy, operational parameters, budgeting process and capital programming for KART management.

The only change to the structure of the original JPA since its formation was the departure of the City of Corcoran as a member jurisdiction in the mid-1980s. According to KART's Transit Manager, the City of Corcoran's decision to leave the JPA related to the City's desire to have more local control over funds, and its belief that services could be provided locally at lower cost. While there has been discussion of the possibility of the City of Corcoran rejoining the JPA, with potential efficiencies to be gained by having KART provide Corcoran's public transit service, it appears that for the foreseeable future these services will remain separate. Barriers to consolidation cited by the KART Transit Manager include the necessity of laying off City of Corcoran staff (if consolidation were to occur), and the integration of LTF funded activities in support of transit with other city functions. While KART does provide transit service to Corcoran, no transfer agreements are in place.

KART services include intra- and intercity fixed-routes, Dial-a-Ride, and commuter and vanpool services. KART fixed-routes serve the urbanized areas and several rural communities of Kings County as well as Visalia in Tulare County and Laton in Fresno County. Fixed routes include the intra-city Hanford service and several inter-city routes. KART's Dial-a-Ride service is available in Hanford, Lemoore, and Avenal for ADA eligible residents or those traveling more than ½ mile from a bus route. Commuter service is provided from Hanford to the State Prison facility at Corcoran, and medical transportation to Fresno is provided three days each week.

The funding formula used to determine shares of LTF funds from each member jurisdiction are based on 50% population and 50% on the hours of transit service provided within that jurisdiction. The JPA receives STA funds directly, as does the City of Corcoran. KART's funding is rounded out by federal 5307 funds, fare revenues, and advertising revenues.

While KART provides transit services to areas outside of JPA jurisdiction, such as Visalia and the City of Corcoran, no funding agreements with these communities are in place. These services target specific groups traveling to these communities (e.g. College of the Sequoias students and corrections officers working at the state prison in Corcoran). An exception is service between Hanford and Laton in Fresno County, for which the funding agreement with FCRTA covers KART's hard costs to provide this service. KART also receives reimbursements from local agencies for a portion of its medical transport services to Fresno.

While no changes to the JPA structure and current funding formula are foreseen in the short term, the KART Transit Manager acknowledged that the current funding agreement will only work until the first jurisdiction falls short of LTF to meet their required share. In the case of KART, member jurisdictions' LTF funds have increased at a rate that has kept this from being an immediate issue, but it remains a concern as there is no agreement in place to provide for this contingency.

The Yuba-Sutter Transit Authority has also faced the challenge of long-term financial stability of the JPA's funding formula, and has a revised cost-sharing agreement in place to address this issue (discussed below).

San Joaquin Regional Transit District

The San Joaquin Regional Transit District (SJRTD) consolidated transit services formerly provided by the Stockton Metropolitan Transit District (SMTD) and dial-a-ride services provided by San Joaquin County. Also included in this consolidation were intercity and interregional transit services developed in the early 1990s. At the time of consolidation, the only other transit service operating in San Joaquin County was the City of Lodi's local service.

The passage of Measure K in November 1990[1] established a half-cent sales tax countywide for transportation projects. One-third of the tax is guaranteed to transit services. Measure K funding for transit was largely focused on intercity and interregional transit service as well as multi-modal transportation service. Coinciding with the implementation of the Measure K program, SMTD leaders decided that their agency would be the most appropriate to provide intercity/interregional services because it was already providing urban service. However, SMTD needed to change its enabling act as well as the composition of the Board of Directors to include regional representation. Already a transit district at the time of consolidation, SMTD chose to maintain this form of governance. This resulted in the creation of the San Joaquin Regional Transit District (SJRTD). San Joaquin

[1] Measure K was renewed for another 30 years by San Joaquin County voters in November 2006.

County transferred operation of its elderly and disabled services to SJRTD, along with its share of TDA funds.

Once Measure K funds for intercity service were guaranteed, it took about one and one-half years of planning and preparation before SJRTD began operating intercity/interregional service. Currently, SJRTD operates 50 different routes throughout the county: 18 Metro routes in Stockton and 32 intercity, interregional or intercity deviated fixed routes (called the "Hopper" routes). Most Hopper routes deviate up to ¾ mile for ADA certified passengers.

SJRTD is governed by a Board of Directors composed of two members appointed by the Stockton City Council, two members appointed by San Joaquin County Board of Supervisors, and one member appointed directly by five members of the San Joaquin County Board of Supervisors and five members of the Stockton City Council. Administrative staff and drivers work for SJRTD, and service is directly operated with the exception of one contract held for very limited service in Escalon. Despite its status as a transit district, SJRTD has not used its taxing authority, and its primary revenue sources (in addition to fare revenues) include STA and LTF funds, Measure K revenues, and federal 5307 and 5311 grants.

SJRTD receives all of Stockton's TDA funds and 76% of the County's TDA funds to pay for fixed route and "Hopper" service (described below). This distribution of TDA funds has remained stable since the early 1990s, with 76% of County TDA funds allocated to SJRTD and 24% to Altamont Commuter Express (ACE). As of this year, ACE will receive TDA funds directly (often referred to as "Off the top"), so discussions are ongoing regarding the disposition of the remaining 24% of TDA funds which will now return to the County. Measure K funds are received subject to cooperative agreements for a set number of service hours to be provided each day for intercity, interregional, and some deviated fixed-route services.

At time the SJTRD was formed, local jurisdictions were given the option of joining the consolidation effort, but chose to remain independent and maintain local control of current or anticipated future transit systems. Today, three local intra-city systems operate independently of the transit district: the City of Lodi (already operating at the time of SJRTD formation), the City of Tracy and the City of Manteca.

SJRTD intercity routes connect with local San Joaquin County transit services, as well as services in Stanislaus County. SJRTD has ongoing informal communication with the San Joaquin Council of Governments (which administers Measure K) and the Transit Operator Working Group (TOWG). The TOWG, which focuses on improving coordination and communication between the transit agencies, has decided on two specific goals for the coming year: (1) to develop a countywide American with Disabilities Act (ADA) certification system; and (2) to discuss the feasibility of implementing a regional fare system.

Yuba-Sutter Transit Authority

The Yuba-Sutter Transit Authority was formed in 1975 as a JPA between Sutter and Yuba Counties, and the Cities of Marysville, and Yuba City. The JPA was formed in response to the TDA Act and the desire to find a low cost and "low impact" local structure for delivering transit services in the area. Yuba and Sutter Counties have a shared urban area and economic center, making a bi-county approach to service delivery desirable. Since 1975, the only change to the structure of the JPA has been Sutter County's departure in the late 1980s and subsequent rejoining in 1991. At the time of the formation of the JPA, the jurisdictions were not interested in hiring new public employees, and consequently chose to work with private contractors for service delivery. An evaluation addressing converting to a public operation was completed in the early 1980s. A decision was made to maintain the current service delivery structure, and services continue to be operated by a private contractor.

The Authority is governed by a Board of Directors composed of two representatives from each of the four member jurisdictions. These representatives are city council members or county supervisors, and are appointed by their respective bodies. The JPA functions as a separate administrative entity from the member city and county jurisdictions. The Authority's three staff members have concurrently served as administrative staff for the Regional Waste Management Authority since 1988, at one-quarter of their time.

Yuba-Sutter Transit began service as a taxi subsidy program for seniors and persons with disabilities, and has undergone a series of changes in the mix of services provided over the years. Currently Yuba-Sutter Transit provides local fixed-route services in the urban areas of Yuba City, Marysville, Linda and Olivehurst (in both Yuba and Sutter Counties), dial-a-ride services also operate in these urban areas, commuter and midday services are provided between Marysville/Yuba City and Sacramento, and there are services to the rural areas of the Yuba City foothills, Live Oak and Wheatland. Service to Live Oak and Wheatland is arranged through a fully-allocated cost reimbursement contract between Yuba-Sutter Transit and these communities.

Yuba-Sutter transit receives federal 5307, 5311, and JARC funds, and is a direct recipient of STA funding. Aside from occasional local funding for specific projects, fare revenues, and miscellaneous income, the Authority's remaining funding is derived from the LTF contributions of member jurisdictions.

According to Yuba-Sutter Transit's Transit Manager, the funding formula used to determine the LTF shares of each member jurisdiction was hard-fought. At the time Sutter County left the JPA, the feeling of County representatives was that Sutter County was overpaying relative to services received, and that there was too much emphasis in the formula on "ability to pay" factors, and not enough on population. The formula was reworked at that time to include four components balancing factors for population, ability to pay, and services received. Sutter County rejoined the JPA under the new formula.

The current formula incorporates four components that are together designed to balance measures that avoids a perceived winner or loser (in the eyes of JPA members), so that the

overall outcome of the formula is equitable to all parties. The components of the formula are:

- Amount of LTF funds available to each jurisdiction
- Service area population
- Fixed-route service miles in each jurisdiction
- Dial-a-ride trip boardings in each jurisdiction, based on a system-wide trip survey conducted 1 day per month

The case of Marysville serves as an example of the balancing effects of this overall formula. While Marysville has the smallest population, and receives the least LTF of all the JPA jurisdictions, it is the center of the service area. Accordingly, Marysville pays less under population and LTF factors, but more under service received factors.

The Transit Manager emphasized that an additional component of the funding approach is crucial to maintaining the viability of the JPA: a provision for maintaining system funding in the event that one party's required share under the funding formula exceeds that jurisdiction's LTF allocation. In 2005-06 Marysville's required funding share exceeded 100% of its LTF receipts. With no way to compel a general fund allocation to make up the difference, the JPA would have experienced a funding shortfall. However, Authority staff had foreseen this issue, and worked to put an agreement in place under which a shortfall would be reallocated among the other jurisdictions. In 2006-07, Marysville's LTF allocation was increased and the jurisdiction was again able to cover its funding share. The Transit Manager emphasized that any funding formula that does not take this contingency into account leaves the JPA vulnerable to future problems in long-term financial sustainability.

Merced County Transit

Merced County Transit (MCT) was officially created in January 1995 with the adoption of a Joint Powers Agreement (JPA) between Merced County and the Cities of Merced, Los Baños, Atwater, Dos Palos, Gustine and Livingston. The JPA also serves as the local Council of Governments. The policy board consists of five representatives from the County Board of Supervisors and one representative from each of the six cities.

The consolidation process began in 1991 with a fare coordination study followed by a more in-depth study to explore consolidation options. The Merced County Association of Governments (MCAG), in cooperation with all of the jurisdictions in the County, moved forward to consolidate three separate services: the former Merced County Regional Transit System, the Merced City Shuttle, and a dial-a-ride service in Los Baños. The consolidated system, locally referred to as "The Bus," includes local and intercity fixed routes, a dial-a-ride service available in outlying communities, and ADA-compliant services.

The two primary reasons for consolidating services in Merced County were (1) severe funding constraints and (2) the Cities of Merced and Los Baños were no longer interested in

operating local services. There was strong support from elected officials for transit consolidation, including active support from two members of the Merced City Council and two members of the County Board of Supervisors. With elected officials serving as the champions for transit consolidation, the process moved ahead smoothly with minimal conflict, according to the MCT Transportation Manager.

When the transit agencies consolidated, no new administrative agency was created. The County Department of Public Works was assigned responsibility for administration, operations management, and oversight of vehicle maintenance. The County transportation manager continued his role of managing the service. An assistant position was created and the transportation coordinator from the City of Merced was transferred from the City to the County. In addition to these two dedicated employees, Merced County Transit "purchases" administrative services from the County for purchasing, finance, and other functions as needed.

Prior to consolidation, the County had been operating the regional service with a private contractor and the City of Merced was operating a municipal union operation. All of the City drivers were offered a job at their current rate of pay when a new contractor was retained for the newly consolidated transit service. As a result, there was no loss of jobs for operators or administrative personnel.

Transit consolidation is considered successful in Merced County. The primary measure of success was a 40% increase in ridership during the first year of operation compared to the level of investment. This enormous growth in ridership is attributed to improved service and scheduling, integrated timed transfers, and eliminating passenger confusion about separate services and different fare structures.

A key to success is the agreed-upon level of service for each entity. Each jurisdiction has agreed to a minimum level of service and a corresponding level of TDA funds to pay for this service. The cost-sharing strategy for local and intercity services is based on the number of service hours. That is, each city has agreed to the number of service hours operating in its jurisdiction and is required to pay for those service hours based on the system's hourly cost of operation. For this minimum level of service hours, each jurisdiction is required to contribute a guaranteed amount of TDA funds. A jurisdiction is entitled to increase this service given two conditions: (1) equipment availability and (2) they have the financial capacity to contribute the funds needed to operate this service.

The MCT Transportation Manager believes that consolidation has worked well in Merced County because he is responsive to each city's individual needs. By working closely with the city managers and responding to changing markets, MCT is able to accommodate the transit needs of the individual cities. Through this ongoing cooperative relationship, the cities have not experienced a "loss of control," a commonly stated fear about consolidation.

From a cost savings perspective, MCT has benefited from transit consolidation. Prior to consolidation, administration accounted for about 12% of system costs for each of the

three transit services. Administrative costs now represent about 8% of MCT's total operating costs. Another, perhaps more significant cost savings measure has occurred through consolidation of facilities: the City of Merced moved its fleet to the County Yard, freeing up the city yard for other city owned vehicles.

Butte County Association of Governments

The Butte County Association of Governments (BCAG) is a Joint Powers Agency of the County of Butte, the Cities of Biggs, Chico, Gridley, Oroville, and the Town of Paradise. BCAG is governed by a ten member Board that includes the five County Supervisors and one council representative from each of the five municipalities.

In October 1999, Nelson\Nygaard conducted a transit consolidation study for BCAG. At that time, there were seven transit services operating within the County. Coordinated operations and planning efforts were limited, and each service was operating independently. Two local fixed route systems in Chico and Oroville (CATS and OATS, respectively), and one intercity fixed route system for Butte County (Butte County Transit) were serving key population centers throughout the County. There were also four dial-a-ride services in Butte County serving the elderly and disabled population: the Chico Clipper, Paradise Express, Oroville Express and the Gridley Golden Feather Flyer.

There were several major coordination activities undertaken by the transit services. One was a project to issue one joint Request for Proposals for day-to-day operations for six of the seven services in the County. This coordinated effort resulted in one private contractor for these services, although there were separate agreements with each city. While there were some variations in the contract agreements, each had the same cost structure (although hourly rates varied) and the provision of services was very similar. Another coordination task was the development and implementation of cost-sharing formulas for services that overlapped jurisdictional boundaries. Through a series of alternatives, the transit agencies decided on one formula that was applied to all cooperatively funded services.

The consolidation study explored several alternatives including a fully consolidated system, a partially consolidated system (with one small local service maintaining its independence), and administrative consolidation. The 18-month study process included a Study Advisory Committee of technical and policy-level representatives. The study concluded with a recommendation to consolidate six of the seven services. The most notable advantage to a consolidated service plan was that it eliminated duplication of services and simplified scheduling and routing. The study recommended that BCAG, the MPO, serve as the lead agency rather than establish a new agency for day-to-day administration. It also recommended a policy board structure and funding formula for sharing costs.

Although the study recommendations were unanimously supported by the Study Advisory Committee, the decision to consolidate stalled for some time because one city council feared consolidation would result in a loss of control over local services and that their interests may not be well represented on the policy board. As an interim step, the transit agencies elected to proceed with administrative consolidation, with BCAG beginning to

perform administrative duties in 2001. In 2003, the initial recommendation for full consolidation of services was approved by the County and member cities and BCAG were selected to serve as the day-to-day administrator and policy body for the consolidated services. The newly consolidated transit service was re-branded as Butte Regional Transit, or "B-Line." In 2004, BCAG worked through the details of implementation and in December issued an RFP for a single contractor to provide countywide transit services. Effective July 2005, BCAG officially became the consolidated transit agency for both administration and operations of the B-Line. The BCAG JPA was amended to consolidate all administrative and operating responsibilities under the BCAG Board of Directors.

The B-Line consolidates Butte County Transit, Chico Area Transit, and Oroville Area Transit, while B-Line Paratransit consolidates the Chico Clipper, Paradise Express, and Oroville Express services (but not the City of Gridley's Golden Feather Flyer). Residents are eligible if they are 65 years of age and older and living farther than one-quarter mile from a bus stop, and/or they have a disability that prevents them from using the fixed-route system. There is no inter-city ADA paratransit service.

Funding shares for member jurisdictions are determined according to a formula balancing population and services received. For fixed route services, funding shares are based 50% upon population and 50% upon fixed-route service hours in the jurisdiction. For paratransit, funding shares are based upon 50% population and 50% ridership from each jurisdiction (as determined through a regular survey).

As a result of consolidation or services, inter-city routes were streamlined and local services in Paradise and Oroville were expanded. Timed transfers and consistent headways were introduced, as were a uniform fare structure and comprehensive customer service function. BCAG has seen some administrative cost savings in the aftermath of cost savings. Because BCAG had a single contractor in place providing all services prior to consolidation, operations-related savings based on economies of scale were realized in advance of consolidation. However, BCAG's Transit Manager notes that the opportunity to eliminate duplicative services was an advantage, and did allow for resources to be shifted to other areas of the system.

Operating and Consolidation Characteristics of Peer Agencies

Figures 4-2 and 4-3 summarize operating and consolidation characteristics of the five peer services reviewed.

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Figure 4-2 Operating Characteristics of Peer Agencies

Transit Service District or City Name	Service Area Population	Fixed Route						Dial-a-Ride				
		Annual Revenue Hours	Annual Ridership	Annual Operating Costs	Passengers per Hour	Cost per passenger	Service Hours Per Capita	Annual Revenue Hours	Annual Ridership	Annual Operating Costs	Passengers per Hour	Cost per passenger
Fresno County(1)	*858,948*	*339,938*	*11,433,433*	*$31,008,495*	*33.6*	*$2.71*	*0.40*	*144,254*	*566,354*	*$4,343,830*	*3.9*	*$7.67*
Kings Area Rural Transit	121,418	38,198	754,874	$1,980,605	19.8	$2.62	0.31	14,045	42,579	$728,242	3.0	$17.10
Yuba-Sutter Transit Authority	119,240	44,730	571,623 (local)	$2,052,346	12.8	$3.59	0.38	18,328	68,930 (local)	$1,041,173	3.8	$15.10
Butte County B-Line	213,000	61,888	1,072,889	$2,945,756	17.3	$2.75	0.29	43,247	152,250	$1,776,293	3.5	$11.67
Merced County Transit	237,000	50,126	905,300	$2,913,009	18.1	$3.22	0.21	31,988	137,344	$1,568,544	4.3	$11.42
San Joaquin Regional Transit District	545,000	248,918	4,802,384	$22,311,324	19.3	$4.65	0.46	45,756	110,535	$2,876,019	2.4	$26.02

Sources: 2004 NTD Data, 2003/2004 Transit Operators and Non-Transit Claimants Annual Report (from CA State Controller), 2004 Triennial Performance Audit (B-Line), San Joaquin Regional Transit District, 2005 US Census, 2005 SRTP, FCRTA budget, City of Clovis

(1) Combines financial and operating data for FAX, Clovis Transit, and FCRTA.

Figure 4-3 Additional Service Characteristics

Transit Service District or City Name	Type of Agency/Organization	Cost-Sharing Agreement?	Fare Structure: Local versus Intercity	Lesson for Fresno County
Fresno County transit systems	*Multiple Agencies and Services*	*Clovis compensates FAX for service on Route 28 through Clovis*	*Fares vary by operator and distance.*	
Kings Area Rural Transit	JPA	Based on a formula of 50% population and 50% service hours provided within each jurisdiction	Regular fare: Local service (within a city) is $1.25; regional service ranges from $2.50 to $4.00 depending on route and distance	Flexibility is necessary to changing conditions, system growth, and shifting funding realities over time.
San Joaquin Regional Transit District	Transit District	Receives all Stockton TDA and 76% of County TDA. Cost sharing among communities is done through Measure K, which is administered by the SJCOG. Funds are distributed back on a competitive project basis, except that 50% of funds allocated for intercity / interregional services are guaranteed for SJRTD	Regular fare: Local service and intercity service is $1.25; Route 96 (to Modesto) is $1.60; commute service is $10-$11/round trip (subscription only)	A comprehensive regional system can be successful.
Yuba-Sutter Transit Authority	JPA	Four part formula includes amount of LTF available in each jurisdiction, service area population, fixed-route service miles, and dial-a-ride boardings	Regular fare: Local service is $1.00; Rural service is $2.00; Service to and from Sacramento is $3.00	Attention to equity and effectiveness of cost-sharing formula (and willingness to adjust) is key for maintaining consolidated services.
Merced County Transit	JPA	Based on total service hours operating within each jurisdiction	Regular fare: Local service is $1.00; regional service ranges from $2.00 to $5.00 depending on route and distance.	Political leadership is required to champion consolidation.
Butte County B-Line	JPA	Based on a formula of 50% population and 50% service hours for fixed route; 50% population and 50% ridership for dial-a-ride	Regular fare: Local service is $1.00; regional service is $1.25	Consolidation should be pursued as a "bottom up" approach rather than a "top down" approach. All stakeholders should participate throughout the process.

Summary and Conclusions

The peer agencies have a wide range of experiences with consolidation of transit services. There are distinct differences between counties, including the primary impetus for consolidation, the ultimate level of consolidation achieved, as well as the final form of the JPA or Transit District differs between counties. However, comments from interviews with staff at the peer agencies, and other information collected about these agencies, suggests some key "lessons" for successful consolidation in Fresno County:

- Consolidation should be pursued as a "bottom up" approach rather than a "top down" approach. All stakeholders should participate throughout the process.
- Political leadership is necessary to champion consolidation within individual jurisdictions.
- Small, incremental steps and demonstrated ongoing success can build support and confidence in longer-term consolidation that is more comprehensive and difficult to achieve.
- Administrative and/or partial consolidation of services may be necessary as interim steps or endpoints of a consolidation process. Consolidated services can take many forms, and benefits may be achieved through various approaches.
- Maintaining consolidated services requires ongoing work to ensure that all parties receive an equitable distribution of services based on funding shares. Funding formulas may need to be adjusted periodically in response to changing conditions.
- While the benefits of consolidation can include administrative cost savings and new operational efficiencies, consolidation will not necessarily yield major cost savings. However, the benefit to the transit riding public can be substantial.

Chapter 5. Transit Coordination and Organizational Alternatives

The purpose of this chapter is to discuss the benefits and challenges of transit coordination and to identify alternative administrative options for re-organizing transit in Fresno County to support coordination projects and move toward consolidation of services in the longer term.

What is Coordination?

The concept of coordination can have vastly different meanings in a variety of different contexts. It can be narrowly applied or broad and comprehensive. Coordination is sometimes described as a strategy to manage resources in circumstances where there are duplications of effort or other inefficiencies. There are multiple reasons for transit agencies and service providers to pursue coordination. Common objectives of coordination include: cost savings, increased efficiency in operations and administration, increased service effectiveness and simplification of service from the passenger's perspective. For example, coordination goals typically focus on results that can be achieved through cost savings or greater service efficiencies, such as better resource allocation, expanded service or longer service hours, enhanced customer service and public information, etc.

Lessons learned from more than 30 years of coordination planning have proven one universal fact: no one "best" coordination strategy exists. Just as communities vary from locale to locale, the coordination strategy that will be most effective in one community will be the one that best fits the profile of that area. This takes into account the scope and nature of existing transportation services, the needs of the community, the availability of vehicles and funding resources, and the goals and objectives established by local elected officials and/or the governing boards of local transit agencies. The most effective coordination policies are those that are not prescriptive, but allow for a range of actions that can be effective in meeting common goals shared by several agencies.

Benefits of Coordination

There are many benefits to coordination. They can generally be categorized into two groups: (1) increased cost efficiency, access and mobility and (2) improved access to funding, cost effectiveness and other economic benefits.

Increased Cost Efficiency, Access, and Mobility

Cost efficiency is not always an outcome of coordinating services, but it is possible. Greater efficiencies and productivity that coordination creates should result in a reduced cost per trip. With a more efficient and productive service, sponsoring agencies can reduce the

overall costs of providing the same number of trips, or expand service to better accommodate unmet demand (e.g. provide a new type of service, expand the existing service area, extend hours or days of operation and/or increase the frequency of service).

Improved Access to Funding, Cost Effectiveness and Other Economic Benefits

At the same time, it is important to recognize the broad array of other potential economic benefits associated with coordination. Economic benefits include the following:

- Coordinated transportation services often have access to more funding sources and larger proportions of funds, which can support achievements of economies of scale.
- Centralized management of resources and operations can allow for more cost-effective service (as well as a better quality of service and more accurate reporting of costs and service statistics).
- Service expansion, higher service quality, and (sometimes) lower fares can result in better access to jobs, health care, shopping and community facilities. This enhances mobility and quality of life in the community. Reduction/elimination of duplicative service can enhance air quality and other environmental benefits. Congestion Management /Air Quality (CMAQ) funding is based on this premise.

Additional indirect economic benefits include those associated with increases in community development, enhanced mobility, and higher employment rates.

Challenges to Coordination

In discussing challenges that thwart coordination efforts and opportunities, planners often speak of a variety of obstacles rather than barriers. Obstacles are generally considered to be something that one can get around, while a barrier might be a more permanent structure. Enough evidence from around the United States exists to suggest that each one of the challenges to coordination can be overcome. TCRP Report 105, *Strategies to Increase Coordination of Transportation Services for the Transportation Disadvantaged,* highlights two challenges faced by many organizations that have been involved in recent efforts to coordinate transportation service for the transportation disadvantaged: 1) sustainability and 2) building trust.

Sustainability

It is not just important to achieve consolidation, but also ensure that the new system can sustain itself over time. Several critical factors are consistently present in successful coordination efforts:

- A local champion who sees the process through and maintains the historical and institutional knowledge of the project. Once the project is stable, this knowledge gets spread to a wider group.
- Both seed and ongoing funding are also necessary. Seed funding provides staffing for the implementation phase of coordination, while stable ongoing funding is needed to maintain it.

Effective planning is a necessary foundation for any coordinative initiative, with inclusion in the planning process of all prospective participants in coordination activities to ensure their needs are accommodated, and to cultivate a sense of responsibility and ownership of coordination initiatives.

Building Trust

Establishing trust among participants in coordination efforts is also key to success. Fears of losing local control over services provided, or inequitable distribution of funds can stall coordination efforts.

Building trust often relies strongly on a local champion. The personality, positive outlook (focusing on the potential of the effort), and leadership all relate to the personality of the local champion, whether it is an individual person or a group. Among the lessons learned from the case studies of this report were:

- Initially identify all prospective participants. If they are part of the process from the beginning, they will be more likely to support and participate in the eventual effort.
- A local council, or at the very least, group meetings, must be held to bring about an increased awareness of each others' program, services, unmet need, and existing instances of coordination.
- Ongoing communication, including individual meetings and the collection and dissemination of accurate local data, is critical to developing good relations among the partners, and mitigating concerns about control.
- Relationships often take time to cultivate. The time spent in developing support (as well as resources and an institutional framework) for coordination will pay off in terms of stability and growth. Again, perseverance is critical.
- Maximize opportunities to educate prospective participants about the potential benefits of the coordinated effort, tailor those materials as much as possible to each individual organization, and highlight applicable examples, including how perceived obstacles were overcome, and the benefits that resulted.

Another element of trust building is to ensure that the organization that is taking the lead role in the coordination effort has the requisite management skills, leadership, political savvy, community status, financial capacity, and a sufficiently sized vehicle fleet (or access to one) to accomplish this objective.

Coordination in Fresno County

The three transit services operating in Fresno County are administered separately. Even though services are organized and structured individually does not mean that no cooperation or coordination occurs in the County. The Project Oversight Committee established for this study is evidence that transit agency staff is motivated to improve transit coordination in County. There are many different types and levels of coordination that could be implemented in Fresno County. They could be viewed as a continuum from relatively easy steps where transit services could further cooperate with each other to full consolidation. Cooperation is one relatively easy step that could result in developing and distributing coordinated marketing materials whereas consolidation would be a long-term process that could collapse several services under one new regional agency. Chapter 6 reviews some of the coordination projects current underway and reviews steps that could be taken to move these and other projects to the next level.

Organizational Alternatives

The alternatives discussed below are generally presented as a continuum, from maintaining the existing structure of three separate transit services and coordinating on select projects to full consolidation. The major advantages and disadvantages associated with each are discussed. The purpose is to promote discussion of potential organizational and governance options for Fresno County.

Generally, each lead agency is responsible for planning, marketing, budgeting, service provision or contractor oversight, and other day-to-day duties for their own transit service. To administer and manage a transit service requires a considerable level of expertise and ongoing effort. With separate services, there is some duplication in administering and managing the services while at the same time there are limited available resources to perform the myriad of administrative functions.

Transit Coordinating Council (TCC)

This concept builds on the Policy Oversight Committee formed for this Regional Transit Agency Formation Study. It recognizes the importance of establishing an ongoing coordinating council (or committee) consisting of transit representatives to address issues of common concern. For a TCC to be most effective, it is recommended that its members consist of both elected officials (policy makers) and technical staff. Establishing such a Council would further develop and formalize the communication and working relationships already established between transit agency staff. This TCC could meet quarterly or more frequently as needed. Formal agendas and meeting summaries should be prepared to document discussions and actions taken and to ensure that tasks are followed up by designated parties. This TCC could be facilitated by the Fresno COG with a chair elected annually by council members. A TCC is recommended as a short term coordination project and is further discussed in Chapter 6.

Consortium

A consortium brings together any number of jurisdictions and transit agencies into an organized group to cooperatively work toward transit service coordination or consolidation. The major difference between a coordinating council and a consortium is that a consortium is brought together under a common written agreement, which generally outlines how the consortium will function and what its purpose will be. Furthermore, all actions of a consortium must be agreed to unanimously. In addition, the City Councils or Boards that manage each individual service must agree to the activities of the consortium. Consortiums have been created to address specific transit service routes, unique services or special projects that benefit multiple operators. Consortiums generally do not have a formal staff. The participating agencies share responsibilities for the various tasks, often rotating them from time to time.

The primary advantage of a consortium is that it formalizes agreements between cities and transit agencies relative to a particular service or type of service. The agreements, commonly referred to as Memoranda of Understanding (MOUs), typically include goals and objectives for services, descriptions of transit operator or city roles and responsibilities, funding formulas, service standards, and triggers for service expansion or corrective action for under-performing services. Another advantage is that each transit service continues to function as an independent agency. The primary disadvantages of a consortium are that they have no formal jurisdiction. All agreements must be unanimous and require sign-off by each participating Council or Board. Although there are MOUs in Fresno County for regional services, no agreement brings all of the services together. Establishing a consortium may have some merit for bringing together many or all of the transit services to participate in special projects.

Related to the consortium option, multi-operator agreements can be implemented. Typically multi-operator agreements are for very specific purposes and address a single issue, such as cost-sharing strategies or revenue-sharing arrangements.

The agreements identify each party and their respective administrative, legal, and/or financial responsibilities in sharing the cost of transit service. The agreements can also outline broader policies, such as compliance with a set of standards, and the ramifications if they are not met. Also included in such agreements are detailed steps or procedures for terminating the relationship established within the agreement. Terms for amending the agreement are often included.

The primary advantage of a multi-operator agreement is that it maintains strong operator autonomy and limits staff resources dedicated to coordination activities and meetings. A disadvantage is that this model means each city or operator continues to function as separate entities as they do today, somewhat limiting the potential to fully identify areas where additional coordination and/or consolidation strategies could be effective.

Administrative Consolidation

The administrative function of an agency refers to the routine tasks in overseeing a system's daily operation, as well as the planning, financing and overall performance monitoring of a system. This type of coordination occurs when more than one transit service is administered by a single entity or agency with responsibility for the day-to-day administration. The local city councils or the JPA Board of Directors retain control of service decision-making, but the lead agency absorbs the administrative functions, alleviating the burden on that city or the JPA. This approach to coordination is not common, although it could be possible in Fresno County, especially if Clovis or Fresno were interested in transferring its administrative responsibilities to another entity.

This was the case in San Luis Obispo County where a small transit service, known as South County Area Transit (SCAT), was having difficulty performing all of the responsibilities associated with its transit service. SCAT is organized as a JPA, yet had no staff of its own to administer the service on a day-to-day basis. The JPA elected to contract with San Luis Obispo Regional Transit Authority to administer it service. The JPA continues to serve as the oversight policy board.

Full Consolidation

Under this option all local and regional transit services would be consolidated under one single agency. This would require a single administrative structure with a single policy board that combines all transit services in a way that allows them to operate as one system. Under a fully consolidated system, one administrative body would be responsible for management and oversight of day-to-day operations. Transit administration could be staffed by one of the existing entities or a new transit agency. A new policy board would have to be established under one consolidated system – one that provides equitable representation for all participating stakeholders.

A fully consolidated system may allow for more efficient route planning because all routes would be part of one transit system that would be planned regardless of jurisdictional boundaries. Under one system, route duplication would be eliminated, routes which currently operate within one city could be extended and expanded to provide intercity service, connections would be improved between local and regional services and system wide policies would likely allow for convenient transfers between routes.

If services were partially or fully consolidated, there are two logical models of organization, a JPA or a transit district.

Joint Powers Agency (JPA)

California Government Code provides for the joint exercise of powers of two or more public agencies, if authorized by their governing bodies. The enabling contract is called a Joint Powers Agreement.

The Joint Powers agreement is relatively easy to create and provides the participating parties a tremendous amount of flexibility to meet the needs of any organization. The agreement must define how the organization will operate and how responsibilities will be divided and exercised. The agreement also identifies how it may be dissolved. Within these bounds, a joint powers agreement can establish a broad range of responsibilities between the partners to the agreement.

JPAs are decision making bodies created to provide a specific service (i.e., water service, waste management, fire protection, regional transit services, etc.). JPAs are generally very formal organizations with a voting board, ruled by majority rather than consensus voting.

The use of a Transit Authority formed by a Joint Powers agreement is extremely common in California. Most multi-jurisdictional transit systems use this form of governance. Systems vary substantially in how they organize themselves within a JPA. A JPA may have a small administrative staff, with operations contracted to either a public agency or to a private contractor. For small to mid size systems, administrative needs such as accounting and legal services tend to be performed by public agency personal or by private contract. The San Luis Obispo Regional Transit Authority, Mendocino County Transit Authority, and Livermore Amador Valley Transit Authority (LAVTA) as well as the local JPA for rural transit services in Fresno County are examples of transit service JPAs.

The primary advantage of a JPA is that it possesses decision-making authority of its own whereas consortiums and multi-operator agreements are largely recommending bodies. JPAs are best suited to situations where very clear service provision and financial advantages can be identified and where those advantages are accrued to all of the participating agencies. Unlike special districts (described below), a JPA does not require special legislation. Participating parties are not liable for actions made exclusively by the Joint Powers Authority. JPAs can be short-term or indefinite, and voting rights can be determined by a formula.

The primary disadvantage is that JPAs can limit the autonomy of the individual agencies or jurisdictions. The JPA can apply for and administer grants. It can also receive tax revenues or other funding from participating jurisdictions.

A JPA cannot introduce tax measures for financing its work nor can it pass ordinances that assist in implementation. This constraint can be viewed as an advantage, as there may be reluctance to enter into an agency that has the power to initiate tax measures and pass ordinances. Public officials are not required by law to sit on a JPA's governing board. Without elected official participation, a JPA board is not directly accountable to its constituents. This disadvantage can be addressed by requiring in the agreement that the JPAs governing board members be public officials or their alternates.

Transit District

A transit district is a form of special district organized under the California Public Utilities Code. A special district is defined as "any agency of the State for the local performance of

governmental or proprietary functions within limited boundaries." It therefore requires State legislative approval; a special district may not be established by local action. Once formed, special districts are considered autonomous governmental entities and are accountable only to the voters or constituents they serve, and have the same governing powers as other local governments.

Transit Districts are organized to bring together the activities of multiple transit agencies and are generally structured as JPAs, but also possess taxing authority, providing a dedicated source of funding. Formation of a transit district requires action by the State legislature and requires significant lead time.

Most transit districts are large urban districts, such as the Bay Area Rapid Transit District or the Alameda-Contra Costa Transit District. Examples of some smaller urban areas with transit districts are the Santa Barbara Municipal Transit District and the San Joaquin Regional Transit District. Yolo County is the only predominantly rural transit district in the State.

Governance

Since public transit services rely on government subsidies they need to be accountable to the public. That is, a board of elected or appointed representatives must have an oversight role in the delivery of public transit services. A policy board oversees service, sets policy and serves as the final decision-making body. These responsibilities are separate and distinct from the day-to-day business of running a transit system. The major decisions that typically rest with policy or oversight boards are:

- Establishing route design and service policies
- Approving operating and capital budgets
- Setting fares and fare policy
- Conducting public hearings on service and fare changes and capital investments
- Developing legislative and advocacy positions
- Reviewing and developing policy recommendations at the local and regional level

Several different policy boards govern transit services in Fresno County. City councils serve as the policy boards for the FAX and Clovis Transit and the JPA serves as the policymaking body for the FCRTA. If transit services were to consolidate under one system, a new policy board would be required. This would raise questions such as:

- What is an equitable composition for a policy board?
- What is the proper balance between local and regional interests?
- How many members should sit on a policy board?
- Should members be appointed or elected?

The policy board questions are often the most sensitive issues related to transit service consolidation. There is no universal approach to this issue and it can be addressed in a number of different ways.

Policy Board Representation

The following section presents three methodologies for determining an "equitable" composition for a policy board under a consolidated system. The policy board composition is tied to the designated lead agency for administrating a consolidated transit system. A preliminary list of policy board options is:

- Fresno County Board of Supervisors
- County of Fresno Council of Governments (COFCG)
- New Policy Board
  - Representation based on population
  - Representation based on LTF expenditures on transit
  - Representation based on transit ridership
  - Representation based on any combination of these factors

These three policy board options are presented for discussion when the issue of consolidating transit services is further considered and policy board options are further defined.

Summary

This section presented a series of options for reorganizing transit services in Fresno County. There is no "right" answer or easy way to select a preferred strategy. To move forward with reorganization on a County level requires negotiations and consensus building at both the technical and policy level. Given the complexity of this issue, we recommend that the cities and the JPA providing transit services in the County proceed cautiously with consolidation. To enhance coordination, it is recommended that the jurisdictions begin by establishing a coordinating council. This would include all members who currently serve on the Committee for this study who are motivated to improve transit services in the region as well as elected officials who are interested in enhancing and promoting increased transit coordination. The positive attitude and "goodwill" suggests that there is a genuine desire to work toward improving coordination, with the ultimate goal of enhancing service quality and making it easier for passengers to navigate transit services in and around Fresno County.

Chapter 6. Recommended Short Term Coordination Projects

It is valuable to begin with small scale projects that are relatively easy to implement, to demonstrate real opportunities for coordination that will build momentum for longer-term coordination projects and potential consolidation. This chapter reviews several strategies for short-term coordination that include some projects already underway and other new ones that could be implemented in the next two to five years. This will form the foundation for longer-term more complex projects and possible consolidation of services presented in Chapter 7.

Recommended Short-Term Coordination Projects

1. Transit Coordinating Council

The Project Oversight Committee formed to provide guidance and direction to this study should be formalized as a Transit Coordinating Council (TCC) that continues to meet quarterly to address issues of common concern, and to pursue further coordination and consolidation efforts in Fresno County. Establishing a formal council would acknowledge that this collaborative relationship is crucial to the promotion of regional coordination and for the implementation of the recommendations contained in this study.

The TCC should include both policy level and technical staff representing the cities, the County and the communities providing transit service in Fresno County. Though the specific staffing composition is to be determined, the Board and staff of Fresno COG could lead the selection process, with recommendations from individual jurisdictions as to which staff they feel would best represent their interests. It is important to include policymakers on the TCC to ensure that if enhanced coordination and possibly consolidation is pursued, then these projects benefit from policy level support from the outset. The TCC could be facilitated by Fresno COG staff, who would also assume responsibility for the handling of meeting logistics, including preparation of agendas and meeting summaries. No new staff would be required if existing staff and transit agency representatives are able to add these responsibilities to their current workloads. The Fresno COG should consider adding this function as a work element in their next Overall Work Program.

One of the first tasks of the TCC would be to prepare a work plan outlining the major projects to be undertaken in the first year. This work plan would then be updated annually to include new initiatives and a summary of progress on prior and ongoing coordination efforts.

2. Centralized Call Center

Overview

This section discusses the benefits of a centralized call center, reviews two successful case studies and concludes with opportunities for Fresno County.

Consolidation of call center functions (reservations, scheduling and even dispatching) is a common fundamental coordination and partial-consolidation strategy. Each sponsoring entity (transit agency, municipality, etc.) would sponsor call center functions by purchasing service through the call center manager or broker. It would be the responsibility of the entity staffing the call center functions to schedule/assign trips to carriers under contract to provide service, whether it is multiple providers or a consolidated single provider.

A key advantage of centralized dispatch is the opportunity to coordinate trips across multiple service areas – transfers between service providers can be more easily facilitated. Furthermore, riders requesting service do not need to know which provider or providers they need to rely on to complete their trip. Rather, they can rely on the dispatch service to make this determination for them, and provide the information they need (cost, eligibility requirements, etc.) to complete the trip.

Centralized call center functions also offer distinct advantages to agencies. Cost savings can occur in administration, equipment purchases and maintenance, and training of dispatchers. In Fresno County, it is reasonable to expect that dispatchers would be able to develop a familiarity with the entire County, which is particularly helpful for trips that need to be made between Clovis and Fresno, as an example. A centralized system is also a first step towards ultimate consolidation – a centralized call center could transition from dispatching trips for several services to consolidating services under a single provider. Another interim step could be to house all dispatchers in the same building. Also, when hiring new dispatchers requiring Spanish speakers is desirable so they can effectively communicate with the Spanish speaking community of Fresno County.

Case Studies:

Cleveland, Ohio

The Senior Transportation Connection (STC) in Cleveland, Ohio was established in February 2005 following a strategic planning process to address the mobility needs of the growing senior population. An infrastructure was developed that incorporates central management of paratransit services along with close coordination with the Greater Cleveland Regional Transportation Authority (GCRTA). The STC is the designated central entity to manage and coordinate countywide delivery of senior transportation services. This is accomplished by centralizing management and operational structures for senior transportation services and integrating local municipal and nonprofit providers scheduling and dispatching functions into one centralized call center using a state-of-the-art software system. STC routes trips and assigns trips to the appropriate provider. Trip orders are conveyed by fax or electronically to contract providers. This model works through a

unique collaborative process between STC and GCRTA, whereby STC relies on the transit authority to provide procurement, IT, and other technical services.

Consolidated Service Delivery - DuPage County, Illinois

In DuPage County, Illinois, Pace has the responsibility for ADA paratransit and otherwise contracts with local municipalities and townships to provide Dial-A-Ride services (available to either the general public or senior/disabled residents of the sponsoring municipalities). Pace's operations contractor, Veolia Transportation, manages the call center and operates a dedicated fleet, taking reservations for both ADA and Dial-A-Ride customers and scheduling them onto its fleet, co-mingling the trips when it is efficient to do so. Three municipalities and several public/private human service agencies also contract with Pace to provide "Ride DuPage" service. This service, also managed by Veolia Transportation, includes taking reservations from sponsored customers/clients and either scheduling them (along with ADA/DAR trips) onto Veolia-operated vehicles or assigning them to taxi cabs, whichever is more efficient.

Opportunities in Fresno County

Currently, Clovis Roundup and FCRTA rely on manual dispatch and FAX uses trapeze software for dispatching, which could be expanded to encompass other service areas in Fresno County. A particularly strong opportunity may exist to coordinate paratransit programs through centralized call center functions. A centralized information line for standard fixed-route services could also be highly desirable, to provide a simple, one-stop-shopping opportunity for people to plan for travel throughout Fresno County.

Further research will be necessary to better understand opportunities for centralization of call functions in Fresno County, including relative costs and benefits compared to the existing call center functions, and the practicality of shifting to a system with centralized administrative functions and dispatchers. who arrange trips for all services in Fresno County.

3. Regional Fare Coordination - Coordinated farebox procurement and revenue sharing agreement(s)

The basis for developing a comprehensive regional fare coordination strategy is that it would eliminate the complexity and inconvenience of different fare structures and multiple cash payments when transferring between services. The ultimate goal of coordinating fares is to create a seamless fare payment system for traveling between multiple services. In order to coordinate fare instruments or transfers, typically a revenue-sharing agreement between transit operators must be in place. Without fare coordination in Fresno County, a passenger must pay a separate fare or use a distinct fare instrument every time he or she boards a different operator's bus.

Opportunities in Fresno County

Even though there are different fares and fare structures for FAX, Clovis Transit and FCRTA, there is some limited fare coordination. The Metro Pass sold for $40 is valid on both Clovis Stageline and FAX. The Fresno COG has taken the lead in moving fare coordination to the next level with a coordinated procurement process to purchase fareboxes. This process was initiated early in 2007 and will require a significant effort both in terms of staff and financial resources to ultimately secure and install uniform fare collection equipment on all buses throughout the County. Some of the challenges with regional fare coordination include consensus on technology, revenue-sharing, ease of implementation, political support, additional staffing and resources.

A series of meetings were held in the first six months of 2007 with FAX, Clovis Transit, FCRTA and Fresno State University to discuss parameters for a regional procurement of an Automatic Farebox Collection System (AFC). Issues that were explored include interface requirements with other agencies, alternative technologies (such as electronic fare media, magnetic stripe tickets, smart card, etc.) and the potential impacts on each service, including how drivers, operators, maintenance staff, administrators and current and future passengers will be impacted by a new AFC system. At these meetings, the group agreed that the following system features are considered highly desirable:

- Ease of use for users
- Ease of maintenance for support staff
- Ease of operation for drivers
- Accuracy of information
- Cost effectiveness

It is crucial to recognize that an entire system of enabling services and service personnel surround these fareboxes; which is to say that the procurement of hardware is only one small part of the successful specification, selection, and implementation of a state-of-the art Automatic Farebox Collection service system.

It was acknowledged that a new AFC system must incorporate the diverse needs of each participating transit service. Developing and agreeing on a strategy for dealing with transfers between services and passes (used by FAX) versus punch cards (used by Clovis Transit) was determined to be a high priority. There are a number of examples of how other overlapping services have dealt with transfers that need to be further explored to provide insight on a workable and practicable solution for FAX, FCRTA, and Clovis Transit. The group agreed that the preferred fare media are magnetic stripe cards with the ability to migrate toward smart cards at a later date. It is prudent to move cautiously into this arena as many examples and lessons to be learned from other agencies on how to move toward an Intelligent Transportation Systems (ITS) fare framework. While purchasing the hardware and software are essential steps in developing a regional coordination plan, it is only one small yet important step in ultimately achieving regional fare coordination in the County. Developing common or compatible a fare structure, uniform eligibility criteria for

discounted fares, and developing and reaching consensus on regional revenue–sharing agreements between agencies to ensure equitable distribution of revenues, are essential steps in the process.

4. Coordinated Marketing and Information

Overview

The advantage of marketing coordination is the potential to provide more information with fewer resources because the various agencies are working to reduce duplicative efforts. In addition, smaller agencies that were previously unable to develop informational materials or provide certain marketing resources benefit from the experience of and collaborative process with other larger coordinating agencies. Coordination of marketing and information can also build public support for transit services, and attract riders to use the services.

Opportunities in Fresno County

The first priority for the three transit services in Fresno County is to begin standardizing the format of information provided about individual services. A common format should be developed for websites, paper pamphlets and posters at transit centers, with information available in English and Spanish as well as accessible formats for the visually and hearing impaired. Currently maps of all the services in Fresno County are shown in the *Fresno County Transportation Guide,* but there is not one single map. A common countywide map showing all services should be developed to accompany local maps of each of the three services. Each service provider should include contact information for other providers in the region – both phone numbers and websites.

Fresno COG could further develop its website to provide more information about all services, including a map of the county showing all services and more information about travel using multiple services (locations of transfer points, transfer policies, etc.). There are links to each transit agency web site and work is underway to have inter-linked web sites, although there is not a regional transit web site, which would be a valuable on-line service. A regular procedure for keeping information updated should also be established.

Further coordination efforts could then move towards a single source of information about all services – a single website, brochure, and phone number to call for comprehensive countywide information about transit services. This would include provision of information to both riders and social service agencies, schools, and hospitals that need information for their clients. More advanced marketing efforts could also work towards development of a shared image and identity for transit providers.

Chapter 7. Longer Term Considerations

Existing Service

General public transit service in Fresno County is provided by three transit agencies: the Fresno Area Express (FAX), Clovis Transit, and Fresno County Rural Transit Agency (FCRTA).

The three transit agencies serve distinct but overlapping markets in Fresno County. FAX primarily serves the City of Fresno, Clovis Transit serves the City of Clovis, and FCRTA serves the smaller cities and unincorporated areas of Fresno County.

Fresno Area Express – FAX

The Fresno COG has initiated a long-range planning process that will culminate in a 20-year Master Plan for the City of Fresno. It will include a possible redesign of the Fresno Area Express. The current system design is described below.

The FAX fixed route network consists of 20 bus lines that are centered in Downtown Fresno and follow a grid pattern with intersecting North-South and East-West (cross-town) bus lines. Most lines start/end or go through the Downtown Transit Mall, which is the primary transit center in the system.

The Downtown Transit Mall offers connections to the majority of routes in the system as well as connections with other inter-city bus systems such as Fresno County Rural Transit, Greyhound, and Orange Belt Stages. Downtown Fresno is also served by Amtrak's San Joaquin Line.

The network also provides service to two secondary transit centers: the Manchester Transit Center, and Market Place at Riverpark. The Manchester Transit Center provides connections between several North-South and East-West lines north of downtown Fresno. The Market Place at Riverpark provides a common terminus location as well as a destination for several North-South lines in the Northern edge of the system.

In addition, the system is providing service on four smaller and informal transit centers: the Wal-Mart at Shaw and Brawley (on the Northwest end of the system), California State University at Fresno (on the Northeast), Fresno Pacific University (on the Southeast), and the Sierra Vista Mall in the City of Clovis.

FAX Route 28 provides service into Clovis Sierra Vista Mall where passengers can transfer to most Clovis Stageline routes.

Most bus lines are scheduled every 30 minutes on weekdays with the exception of three of the most popular lines, routes 28, 30, and 38, which are scheduled every 15 minutes during the day.

Two Downtown Trolley services circulate through the Downtown area every 10 and 20 minutes providing free service to passengers.

Weekday service varies by route but generally runs for over 16 hours every day, from roughly 5:30 a.m. to 10:00 p.m.

FAX operates weekend service (Saturday and Sunday) on most bus lines from roughly 6:30 a.m. to 7:00 p.m (or just over 12 hours per day). Service frequencies are reduced to 60 minutes in most cases, and to 30 minutes on those lines that operate more frequently during weekdays.

Clovis Transit – Stageline

The Stageline fixed route system operates four regular bus routes, and one additional route that provides peak-period tripper service to the Reagan Education Center. The Stageline network is centered around two transit centers or transfer centers: the Sierra Vista Mall and the Clovis Civic Center.

Stageline services routes do not follow a grid pattern, they are non-straight and circuitous and have an emphasis on community circulation and accessibility rather than direct connectivity.

Stageline service is offered on weekdays from 6:00 a.m. to 6:30 p.m. every 30 minutes with the exemption of Route 50 which operates hourly. There is no weekend or holiday service.

Additional service in Clovis is offered by FAX Route 28 which provides service to downtown Fresno and access to the Transit Mall transfer center. All Clovis Stageline routes intersect with Route 28 at Cal State University Fresno or at the Sierra Vista Mall. Clovis compensates FAX for providing service in the City of Clovis on Route 28.

Other FAX routes that connect with Stageline services are: Route 38 which connects with Stageline Route 10 at CSUF, Route 9 which connects with Stageline routes 10 and 50, and Route 45 which connects with Stageline routes 50 and 65.

Fresno County Rural Transit Agency (FCRTA)

FCRTA provides local service and inter-community service to rural communities in Fresno County, as well as inter-city service between rural communities and downtown Fresno. Inter-city service systems connect with the FAX network at the Downtown Transit Mall.

Due to the low density and rural characteristic of the communities served by FCRTA, most local transit service is provided by general demand response, and dial-a-ride subsystems. FCRTA consists of a total of 18 transit subsystems serving 35 different communities and organized under 7 inter-city transit services and 15 local transit services. These include:

Inter-City Transit Services (Fixed Route)

- *Coalinga Transit*: fixed route service to Fresno from Coalinga and Huron on weekdays and Saturdays.
- *Huron Transit*: fixed route service to Coalinga on Monday – Friday (two round trips).
- *Laton Transit*: fixed route service between Laton and Hanford (Kings County), one weekday roundtrip. Operated by Kings Area Regional Transit (KART) under contract.
- *Orange Cove Transit*: fixed route service connecting Reedley, Parlier, Sanger, and Orange Cove to Fresno. Two roundtrips are scheduled on weekdays.
- *Southeast Transit*: fixed route service connecting Kingsburg, Selma, and Fowler to Fresno. Three weekday roundtrips are offered to/from Fresno.
- *Westside Transit*: fixed route service connecting Firebaugh, Mendota, and Kerman to Fresno. Two weekday roundtrips are offered to/from Fresno.

Intra-City Transit Services (Demand Responsive)

- *Auberry Transit*: inter-community service operating Monday through Friday.
- *Coalinga Transit:* intra-city service operating Monday through Friday.
- *Del Ray Transit:* inter-community service operating within Del Ray and to Sanger Monday through Friday.
- *Firebaugh Transit*: intra-city service operating Monday through Friday.
- *Fowler Transit:* intra-city service operating Monday through Friday.
- *Huron Transit*: intra-city service operating Monday through Friday.
- *Kerman Transit:* intra-city service operating Monday through Friday.
- *Kingsburg Transit:* intra-city service operating Monday through Saturday.
- *Mendota Transit:* intra-city service operating Monday through Friday.
- *Orange Cove Transit*: intra-city service operating Monday through Friday.
- *Parlier Transit*: intra-city service operating Monday through Friday.
- *Reedley Transit:* intra-city service operating Monday through Saturday.
- *Sanger Transit:* intra-city service operating Monday through Saturday.
- *San Joaquin Transit:* intra-city service operating Monday through Friday.
- *Selma Transit:* inter-city demand responsive and fixed route service operating Monday through Saturday.

Thirty-five feet buses are used on inter-city services. Service hours vary depending on subsystem but are generally weekdays from 7:00 am to 5:30 pm. Limited Saturday service is offered on a few subsystems.

Inter-Regional Service

Inter-regional (across county boundary lines) service is provided by Greyhound and Orange Belt Stages.

Stakeholders Perceptions

The summary of interviews with stakeholders shows that local leaders and agency representatives feel that transit service in the County is not being provided frequently enough, is slow, and is not pervasive enough to provide a level of service that would be useful to every resident of Fresno County. The current transit service is only serving the transit dependent population of the County.

Stakeholders mentioned the lack of specialized services that might attract choice-riders, in particular, services such as express buses or commuter-buses that could traverse the metropolitan area more quickly than current bus routes and provide direct connections from point-to-point. These would include services in the FAX service area to downtown Fresno, as well as services connecting cities and communities outside of Fresno to central locations in Fresno. With the passage of Measure C, funds will become available for vanpools and other specialized commute services.

Moving towards management, administration, and service delivery consolidation of transit service in Fresno County, stakeholders expect that consolidation would result in operational cost savings, or at least be cost-neutral, and would result in improvements in service quality and level of service. The biggest challenge for a consolidated transit system in the County would be to balance the mobility needs of small communities against the streamlining and productivity needs of the larger urban areas.

Vision of a Consolidated System

The goal of this chapter is to present a long-term vision for consolidated transit service in Fresno County. Figure 7-1 (at the end of this chapter) is a map of the proposed consolidated system.

What are the issues?

Multi-Layered System

Possibly the biggest issue for consolidation of transit service in Fresno County is that existing transit agencies provide different levels of services for different markets and different mobility needs.

Based on both location and culture, the three transit agencies in Fresno County provide very different levels and types of service. FAX provides an urban level of service, with many routes, high capacity 40-foot buses, high frequencies (at least in some corridors), full weekly service, and high productivity indicators. Clovis Stageline provides a suburban level of service (with only a few routes and no weekend service) that focuses on quality of experience for core users rather than quantity of service. FCRTA provides lifeline service

to the truly transit dependent in the small rural communities around Fresno County. FCRTA fixed-route service is limited to a few inter-city corridors, some of which operate only once or three times a day, while intra-community service is ordinarily provided by demand-response systems.

In theory, each city and the County provide a different type of transit service that is tailored to the mobility needs of their service population. However, the amount of service provided is constrained by limited funding to run as much service as the population may need or desire.

Under a consolidated transit system, different transit markets can still exist with different levels of transit service and different types of transit service. The difference is that a consolidated system not only may have more leverage in obtaining funding, but also by pooling funding sources and operations planning functions together it will introduce greater rationality in the design of the overall transit network and in determining appropriate service levels and service types throughout the network.

Existing transit services in Fresno County are multi-layered from demand response systems to local community circulation systems to bus lines serving urban corridors to inter-city service. All these transit service layers are satisfying specific demands and mobility needs throughout the County, however the limited coordination and integration between layers is precluding them to grow because the overall system is segmented into individual sub-systems and as a group do not offer a seamless experience to current and potential riders.

A consolidated system has the potential to make service easy to understand and easy to use, and when coupled with the physical integration of the system, can have the advantage of providing better connections at travel decision points, and creating increased synergy throughout the network. This can bring not only more riders to the system but also more frequent riders.

Needs of Rural versus Urban Services

Balancing the needs of smaller systems with those of FAX appears as another significant challenge for consolidation of the system, as well as the planning and operation of the system in the near future.

Local transit routes in the City of Fresno have the highest productivities of all County transit services. The FAX network carries close to 40,000 passengers per weekday, and its passenger-per-hour productivity indicator is over 40 passengers per hour on average. This is four to five times greater than the productivity indicators of Clovis Stageline and FCRTA services.

High system productivity is an indicator of high transit demand in the service area, which is usually correlated with both high population density and a transit dependent population. Consolidated urban areas like Fresno have typically higher population densities than suburban or rural areas because of more compact development patterns and the presence of multi-family apartment buildings. Transit dependent populations are typically found in

areas with a large presence of seniors or with larger households (i.e. families with children), as well as areas of low income households having limited or no accessibility to automobiles.

In this context, the FAX system has been growing, adding more routes to its network, extending routes to cover new development areas, and increasing service frequency on its core routes. The system has a mandate to increase its service network as the city grows. It also has the appropriate conditions to develop efficient and effective service. Most importantly it seems to still have untapped potential and unmet transit demand needs in its current network.

In contrast, the five routes comprising the Clovis Stageline network do not carry enough passengers to meet the 20 percent farebox recovery ratio required by the State for urban transit systems receiving TDA funds. Average weekday ridership in the system is close to 800 passengers, and system productivity is at about 11 passengers per hour. Lower population densities in the service area, circuitous and overlapping routes, and low service frequencies do not provide an optimal environment for the generation of productive service and higher ridership.

The Stageline system would benefit if it were better integrated with the long-haul lines in the FAX system, such as Route 28. The Stageline network seems to be fulfilling an important local community circulation role by providing transportation service for children traveling to school and satisfying specific mobility needs of other segments of the population. However, increasing its integration with the FAX network and improving its coverage and connectivity of city residents will most likely result in a more productive system.

FCRTA's low productivity figures are typical for a rural service that relies heavily on a demand response system to provide general public transit. It is notable however that its local demand response service is more productive than its inter-city service. The inter-city service transports relatively few people over long distances at greater costs. Low population densities and transit dependent populations widely dispersed in the county are not conducive to productive service. Instead they require coverage and lifeline services.

In the longer term, these two issues – a multi-layered service and balancing the transit needs of smaller communities with Fresno, should be addressed using a Long Term Strategic Vision as a starting point to further coordinate route planning and operations with the goal of moving toward a seamless Countywide transit network.

Long Term Strategic Vision

A long term vision for a consolidated transit system in Fresno County assumes at a minimum the coordination of transit services in the form of both route planning and schedule synchronization. It assumes a common fare structure throughout the County and/or a unique fare media, as well as a common identity, branding and marketing strategy for the entire system. In other words, though the system can be operated by different

agencies, have separate planning functions, and have non-centralized sources of funding, it still should be perceived as one entity by the general public.

Even though it is expected that system consolidation would likely result in cost savings, a consolidated system in Fresno County will not necessarily produce large cost savings, because there are only three transit agencies to consolidate, and because FCRTA and Clovis Transit are small in comparison to FAX, representing only a small proportion of FAX's annual operating budget. There are limited redundant administrative functions that account for only a fraction of each transit agency costs. The most significant costs are the day-to-day labor and maintenance costs of operating a transit service.

The major benefit of a consolidated system is that it can provide a completely integrated transit service, better service quality, and improved service levels, for a similar cost or a slightly reduced cost.

What The Consolidated System Should Aim For

Under a long term service plan, it is envisioned that most local fixed-route services in Fresno would remain intact. However there are opportunities to eliminate service duplication at the Manchester Transit Center, where most routes connecting to it have connections elsewhere in the network as well. Other opportunities exist throughout the network where two routes operate together along long corridor segments generating inefficient duplications of service. Also, as is the case in any growing system, there are opportunities for adjusting the route network on the edges of the system according to new developments and evolving travel patterns.

Suburban and rural community services will continue to serve a dual purpose, that is, to provide local community circulation and connecting service to regional inter-city routes. These services can continue to operate as local coordination agreements or independent municipal operations, but they would be integrated with the regional transit network in its planning, scheduling, fare structure, branding, and marketing functions. An integrated fare structure and unique fare media has the potential to facilitate understanding of the overall transit network, make service easier to use, and reduce the need for service duplication at travel decision points or transfer centers through the coordination of schedules.

The current structure of inter-city transit services focuses almost exclusively on one-way peak-hour service and does not allow for important coverage functions such as reverse commuter trips (or bi-directional travel) and mid-day connections, which generate greater system reliability and effectiveness. Discretional travel by transit dependent populations is usually greater in the midday than on the peaks. System coverage requires both a geographic dimension as well as a temporal dimension. Thus, providing inter-city service in the midday addresses the central mission of lifeline services, which is to meet the travel needs of transit dependent populations.

There are no major changes envisioned for demand responsive services. They will continue to serve communities appropriately as demand warrants, build ridership and

loyalty wherever possible and expand fixed-route local circulation service network to transition passengers from demand response to fixed-route system.

The strategic vision for a consolidated system is based on the following objectives for transit service in Fresno County:

- *Ease of Use*. Make the system easy to use and understand. Even though riders are always advised to plan trips in advance, the single biggest goal of any transit system is to design a service network that is easy to comprehend and digest by its core market segment, and by the general population. Ease of use and understanding of the system result from the coordination and integration of a variety of efforts, including establishing a clear hierarchy of services or clear service structure, developing a common service identity or brand, managing the brand through coordinated marketing and operating efforts, consolidating fare collection and distribution agreements into a single fare structure and implementing a unique fare media.
- *Service Branding.* Transit service consolidation requires not only the operational and administrative integration of a variety of services and agencies throughout the County, but also the adoption of a recognizable identity or brand. A consolidated system should develop an overarching brand concept that represents, for example, the goals of the new transit system and the shared cultural values of communities in the county. A recognizable brand will allow people to easily identify the system as a whole unit, build a relationship of trust with it, foster use of it, ownership, and facilitate its understanding and use.
- *Unique Fare Structure*. System riders should be able to make swift transfers between local networks, urban networks, and inter-city networks. Essentially, riders should be able to transfer between bus routes of any type rather than between systems. This suggests implementing a unified fare structure throughout the county, appropriate fare payment instruments and procedures for collection and distribution of revenues.
- *Marketing*. All jurisdictions would develop a sense of ownership in the regional transit network. With a consistent route structure and service types designed to meet local and regional demands, it is possible to launch an effective marketing campaign promoting the new transit system brand. Marketing efforts would include developing an easy-to-understand system map, local system maps, and neighborhood way-finding maps, as well as simplified timetables and individual route maps. Trip planning tools and customer service centers would provide countywide travel assistance.
- *Route & Structure Simplification*. The system should establish a clear and consistent structure following the multi-layer nature of transit market needs in the county. It is recommended that clear service types be developed and branded as a family of services. These could include inter-city bus, express bus, or commuter bus, community circulation shuttles, and regular fixed-route service operating in established urban corridors. It is also recommended to develop consistent and distinctive nomenclature protocols throughout the system to allow easy

identification and understanding of service types. Also, a simplified service network structure will make effective and efficient use of transit centers.

- *Eliminate Duplication of Services*. The integration of service networks between several agencies and/or operators means that existing overlapping or competing transit service routes would have to be modified or eliminated based on network design objectives. The goal is to provide a consistent service structure throughout the County and appropriate service types to meet resident mobility needs and demand levels.
- *Schedule Simplification and Coordination*. Under the long-term strategic vision for consolidated transit service, it is recommended that consistent schedules be adopted to facilitate communication and retention of service frequencies on bus stops and marketing materials, to reduce dependency on timetables and make the system easy to use and understand. Service routes should be scheduled in relation to one another, particularly at transit centers, and according to service types, to maximize transferability and ease of use.
- *Effective Use of Transit Centers*. The multi-layered nature of the service network would emphasize the role of transit centers as connecting points to the larger regional network and as transit-mode decision points. The consolidated system network will aim at making efficient and effective use of transit centers. Transit users will access transit centers to make an upgrade in their service experience either by connecting to more frequent service (trunk service) or by connecting to a faster service mode.
- *Maintain Service to Important Markets.* A clear and consistent service structure, as well as efficient and effective use of transit centers would allow the system to more effectively balance the needs of local community circulation services, regional and express bus connections, and high demand fixed-route services along urban corridors.

Conceptual Consolidated Service Scenario

Service Strategy

The strategy for transit service in Fresno County is to define a service network structured upon four layers of service that complement each other to provide a broad range of travel demand and mobility needs. These service mode layers would include Regional Connection services or Commuter services, Inter-city Connection services, Rural Community Circulation services, and Urban Fixed-Route services.

Regional Connection and Commuter Express Services

Regional commuter services provide direct connections from major rural cities or corridors to the major metropolitan center in the county (Fresno). They serve long-range distance trips of 40 miles or more, utilizing over-the-road type vehicles. They are envisioned to operate throughout the day every hour, bi-directionally, and every half-hour during the peak (in the peak direction of commute) on routes that warrant increased service levels or have sufficient demand.

Inter-city Connection

Inter-city connection services provide direct connections between rural cities and communities west of SR-99. Given the development patterns and distance that exist between communities on the west side of the county, this service type provides fixed-route or flex-route medium-range distance trips of 10 miles or more. Vehicle type for this service is envisioned as a shuttle van or body-on-chassis. Service would operate throughout the day every hour, bi-directionally.

Rural Fixed-Route and Community Circulation services

Rural fixed-route and community circulation services provide community circulation service within towns and rural communities on the east side of the county – east of SR-99. They serve short distance trips of 1 mile or more. Vehicle type for this service is envisioned as a cutaway or mini-bus. Service would operate throughout the day every hour or half-hour depending on demand, and would operate bi-directionally.

Urban Fixed-Route services

Fixed-route local services (mainly the FAX System) provide mass transportation services within a large urban environment of high population density, such as the one in the City of Fresno. They serve short distance trips along urban corridors and major destination points. Vehicle type is envisioned as a low-floor 40-foot bus or higher capacity bus. Service operates on multiple routes and at various frequencies, typically every 15 minutes or less. This service layer would also include service types such as Rapid Bus, Express Bus, or Limited Stop services on corridors of high demand or strong origin-destination pairs.

Paratransit Services

Paratransit services are envisioned to continue as coverage service in more sparsely populated areas of the county where there is minimal demand but high transit dependency for trips to work, medical, education, shopping, and other purposes.

Short-Term Service Improvements by Service Mode

The consolidation of services under one multi-layered and unified system is expected to bring about some changes in the short term to existing providers. Improvements and likely changes are discussed herein.

Regional Connections and Commuter Express Services

Regional connection services are currently being provided by FCRTA services along the following corridors:

- **Firebaugh, Mendota, Kerman to Fresno (currently Westside Transit):** connecting service to communities around San Joaquin are provided on this corridor by Inter-city connections at Kerman and Mendota (currently San Joaquin Transit). In the short-term the regional connection service could be extended to Dos Palos on the county border.
- **Orange Cove, Reedley, Parlier, Sanger to Fresno (currently Orange Cove Transit):** connecting service within Sanger is currently provided by Sanger Transit. In the short-term a community circulation service could be developed in Reedley as well.
- **Kingsburg, Selma, Fowler to Fresno (currently Southeast Transit):** connecting service within Selma is currently provided by Selma Transit. In the short term a community circulation service could be developed in Kingsburg as well.
- **Coalinga, Huron, Five Points to Fresno (currently Coalinga Transit):** connecting service to communities around Coalinga (most notably the Avenal Prison Complex) are provided on this corridor by Inter-city connections from the City of Coalinga. In the short term a new inter-city connection service should be considered between Raisin City and Fowler to allow for a more direct regional connection between Coalinga and Fresno, and to allow for increased mobility and service alternatives for the communities of Raisin City and Fowler.

Additional services at this level are being provided by Greyhound along the SR-99 corridor (from Tulare to Madera) and along the SR-180 (from Fresno to Los Baños). Services are also provided by Orange Belt Stages from Visalia to Fresno via Reedley, Parlier and Fowler.

Inter-city Connections

Inter-city connections are currently being provided by FCRTA on the west side of the county through San Joaquin Transit, Coalinga Transit, and Laton Transit.

Development patterns and long distances between communities require a particular service type that combines community circulation and regional connection. In the short

term new inter-city connection service should be considered between Raisin City and Fowler to allow for increased mobility and service opportunities for residents in this area of the county.

Rural Fixed-Route and Community Circulation services

Rural community circulation service is currently being provided by FCRTA on the east side of the county through Clovis Stageline, Sanger Transit, and Selma Transit.

Community circulation services are providing mobility within smaller towns in the county and are connected to the larger network through the Regional Connection service corridors to Fresno. In the short-term consideration should be given to developing community circulation service in Reedley and Kingsburg.

The Clovis Stageline service network, although larger than other single-route community services, still resembles in its design and service goals a smaller rural community service. As the system transitions from a rural community to an urban fixed-route system, circuitous non-direct alignments and homogeneous spreading of service frequency over the service area should give way to more direct alignments and concentration of service frequency into fewer and stronger corridors.

Urban Fixed-Route Services

Urban fixed-route services are currently being provided by the FAX system in the City of Fresno and environs. Under a consolidated county system it is not envisioned that operation of the current FAX system will change significantly except for adjustments on the fringes of the service area – service network extensions, and improvements in service frequency and optimization of operations and scheduling of routes.

It is expected that in the short-term new service modes may be developed within the system to provide increased service levels and increased service options along high demand corridors, in the form of bus rapid transit, express bus, or limited stop services. Also in the short-term, old transit centers such as the Manchester Transit Center should be evaluated for their current and future usefulness, given that the service area has grown to the north and west of it. Bus routes must deviate significantly to serve this area, adding unnecessary travel time to most riders.

Also, consolidating fixed-route services in Fresno with Clovis Stageline services could create opportunities for restructuring and better integration between the two systems. This could reduce overlapping service areas near Cal State University at Fresno and the Sierra Vista Mall, and provide more direct connections between Clovis and downtown Fresno (the current FAX Route 28 not necessarily is providing the most direct connection from Clovis to downtown Fresno).

Paratransit Services

Paratransit services are envisioned to continue their role as supplemental services within areas of very low demand and high transit need, connecting dispersed rural communities with major urban centers in the county.

Service Design and Performance Standards

Monitoring system performance and designing the "right" services remain important tasks for transit operators. Standards and measures provide a consistent framework for the effective management, evaluation and planning of public transit services. Service standards should:

- Provide criteria for the design and operation of efficient and effective transit service.
- Provide a clear rationale for service frequency and span of service increases, route extensions and network coverage expansion, and service reductions.
- Provide benchmark measures that can be written into approved service operation policies.
- Facilitate simple, straightforward service evaluation. Allow services to be monitored and evaluated with the existing staff resources and technology.
- Reflect and support community goals for transit, program objectives and service policies.
- Ensure compliance with all applicable federal, California, and local regulatory requirements.

While specific standards can vary, industry practice generally uses the following categories for service performance and design standards:

1. Performance standards (efficiency and effectiveness)
2. Service quality/reliability standards
3. Service design standards.

The sections below propose service performance, service quality/reliability, and service design standards for local fixed-route, inter-city, regional, and paratransit services in Fresno County. Indicators and standards have been developed based on a combination of existing performance, TDA performance requirements, peer systems performance, and characteristics of the transit operating environment in Fresno County.

Performance Monitoring Standards

Efficiency and productivity standards use operational data and ridership data to measure the performance of a transit system. Monitoring operational efficiency and productivity requires data such as operating cost, farebox revenue, vehicle revenue miles, vehicle revenue hours and boardings (passenger trips).

Recommended efficiency and productivity measures for transit services include:

- **Passengers per Revenue Hour**: The number of passengers per hour is a good measure of service productivity and critical to the establishment of service design standards and benchmarks for the expansion of service.
- **Farebox Recovery Ratio**: The farebox recovery ratio evaluates system efficiency and productivity by comparing operating costs with passenger revenues. Farebox recovery ratio is a critical indicator to define minimum service design standards and benchmark transit service expansion.
- **Subsidy Cost per Passenger**: The subsidy cost per passenger indicator is a useful measure to benchmark service reductions across service types.
- **Operating Cost per Revenue Hour**: Operating cost per revenue hour measures systemwide efficiency and should be tracked on a monthly and annual basis. Tracking operating cost involves tracking variable costs as well as administration/fixed costs, to determine marginal costs and overhead costs of providing service.
- **Non-Revenue Hour to Total Hour Ratio (Revenue + Non-Revenue)**: Non-revenue hours include deadheading between the garage and the location where the buses go in and out of service. This is a relevant measure because of some of the potential long-distance deadheading required in Fresno County. Note that non-revenue hour measurement is difficult to apply to contracted services because contractors are not normally required to track non-revenue hours of operation.

The indicators selected comply with the basic performance indicators required by the National Transit Database (NTD) and are largely consistent with operating and cost data already collected as required by TDA. Cost and productivity standards based on revenue miles were not included in the set of recommended performance standards because most transit costs as well as budget projections are based on revenue hours. All of these factors should be used in combination with one another to provide a complete picture of system performance.

Service Quality/Reliability Standards by service type/market

Transit service quality and reliability standards should reflect system goals and support the measurement of success in achieving specific objectives and policies. Recommended service quality and reliability standards include:

- **On-Time Performance**: Fixed-route revenue service must depart the route start point and intermediate timepoints within five minutes of the time published in the schedule, and must arrive at the end point and intermediate timepoints within one minute of scheduled time. No bus shall depart a formal time point before the time published in the schedule.

  Benchmark = 90 percent

Dial-a-ride demand response passenger pick-ups must be within the policy pick-up window established for the service.

Benchmark = 90 percent

- **Passenger Complaints**: Measured as passenger complaints over the total number of passengers carried. Typically benchmarked at no more than 0.1 percent of the total boardings.

  Benchmark = 1 complaint every 1,000 boardings.

- **Accidents per Service Mile of Operation**: In principle, there should be no preventable accidents. Operator training efforts should increase as the number of preventable accidents increases. The curriculum can also be adjusted to address the types of accidents that occur most frequently. A typical benchmark for preventable accidents is defined at no more than 0.0005% of total revenue miles operated.

  Benchmark = 1 preventable accident every 200,000 revenue miles.

- **Road Call per Service Mile of Operation**: A high number of road calls reflects poor bus reliability and may indicate the need for a more aggressive bus replacement program or changes to maintenance procedures and practices. The number of road calls is typically set at no more than 0.01% of total revenue miles operated.

  Benchmark = 1 roadcall every 10,000 revenue miles.

- **Bus Trips Cancelled**: Cancelled trips usually occur at the beginning of the day if the bus pullout cannot be met or if late or absent operators are not replaced from the spare board. Cancelled trips can also occur during the service day due to breakdowns or accidents. A typical benchmark is to have zero tolerance. No scheduled bus trips shall be cancelled.

  Benchmark = zero tolerance.

Service Design Standards By Service Type/Market

Service design standards are critical planning tools to justify and prioritize the expansion of service to new areas and potential markets, and to guide how the service will be delivered. Recommended service design standards include:

- **Passenger Loads**: Maximum passenger loads on local fixed-route should not exceed 150% of the average seat capacity of vehicle fleet. For all other service types, maximum passenger loads should not exceed 100% of seat capacity.
- **Service Headways**: Service headways should be such that passenger load standards are not exceeded on a continual basis. Typically 3 contiguous trips or more are indicate overcrowding and insufficient frequency of service.

- **Layover and Recovery Time**: All route schedules should include a minimum of 10% layover and recovery time, beyond route running time, to ensure on-time performance and appropriate bus operator rest time.
- **Timed Transfers**: Local fixed-routes should be designed to ensure timed transfers between low-frequency routes and other service types (such as regional, commute, and dial-a-ride) at transit centers or at bus stops with planned connections.
- **Clock Face Headways**: To facilitate use, all schedules should be designed to ensure the departure of buses from each bus stop at the same time each run (when efficient and cost effective). In particular, this should apply to service routes that operate at intervals of 15 minutes or more.
- **Introduction of New Service**: This includes the introduction of a new route, the expansion of an existing route, and/or increases in service frequency. New service should be introduced if anticipated hourly productivity will meet the productivity performance standard established for the type of service. New service should be operated on a trial basis for up to 18 months to allow ridership to develop.
- **Bus Stop Spacing**: Bus stops on local fixed-route should be spaced at a minimum of 1,200 feet or 0.2 mile along each route. For all other service types, bus stops should be located at key population concentrations and major destinations along the route. Minimum stop spacing is usually 1 to 2 miles, with many route segments between stops being several miles.
- **Minimum Bus Stop Design**: All bus stops should be clearly marked with proper signage, including the designated route number(s). Benches should be considered for individual stops where the average daily boardings exceed 40 passengers, and priority should be given to bus stops serving senior housing or activity centers and group residences designed for persons with disabilities.
- **Minimum Bus Specifications**: All buses should meet all federal, state and city safety, emissions, accessibility and mechanical fitness requirements. In addition, all buses should have sufficient capacity to meet passenger load standards and meet full service day fuel capacity requirements.

Recommended Transit-Supportive Policies

Land use, population density, the transportation environment, and the overall design of the urban environment all impact the potential ridership of a transit system. With the implementation of service improvements, or a coordinated transit network, there is a good opportunity to establish policies and a design framework for the built environment within service areas in Fresno County.

Principles

Three principles and concepts provide a framework for the evaluation of existing policy and built environment conditions in the region, and ways to make improvements in the future:

- Support transit use at the local level and on a regional scale. Potential transit ridership and multi-modal opportunities should be considered in planning new growth areas, developing land use policies for existing developed areas, and planning for major infrastructure investments. The focus should be on improving the form of the region with particular emphasis on downtown pedestrian environments and outlying centers with mixed-uses that provide focus areas for high frequency service.
- Focus development and infrastructure on key centers and corridors. Transit ridership will be highest when it effectively serves key origins and destinations. Transit becomes an attractive alternative to the automobile when it is accessible, convenient, and efficient.
- Design streets and new developments to foster street activity and encourage transit use. Streets are the centers of activity for transit-oriented districts, they are the civic spaces where people walk to transit and support the public life of the districts. Street activity can be generated by increased land use intensity and through-street designs that provide comfortable access for all modes of travel.

Land Use

Recommended policies address issues of land use, circulation, and urban design.

- Land uses should be mixed both horizontally and vertically. Vertical mixed use, with ground floor retail in intensely developed areas, can increase the vitality of the street and provide people with the choice of walking to desired services. More importantly, mixing uses horizontally can prevent desolate single-use areas, and encourage increased pedestrian activity.
- Support and enhance major activity centers. Activity centers have a strong impact on transportation patterns as the major destinations in the city, for commercial, employment, and service uses. To make these places more transit-supportive they should be enhanced by land use decisions that diversify the mix, creating an environment that maximizes transportation choice.
- Land use intensities should be at levels that will encourage use of transit and support pedestrian and bicycle activity. A general threshold for transit-supportive residential uses is 15 units per acre for high-frequency bus transit. Commercial, institutional and corporate space with high employment densities (e.g., offices, medical centers, colleges) support more transit use than do those with lower employment densities (e.g., industrial parks or warehousing). Extensive areas of retail use can become auto-dominated if not scaled appropriately and mixed with other uses.
- Parking requirements (and parking provision) should be compatible with compact, pedestrian and transit-supportive design and development. Requirements should account for mixed uses, transit access, and the linking of trips that reduce reliance on automobiles and total parking demand.

Circulation and Connectivity

Transit and transportation systems need to provide a balance of hierarchy and integration between modes.

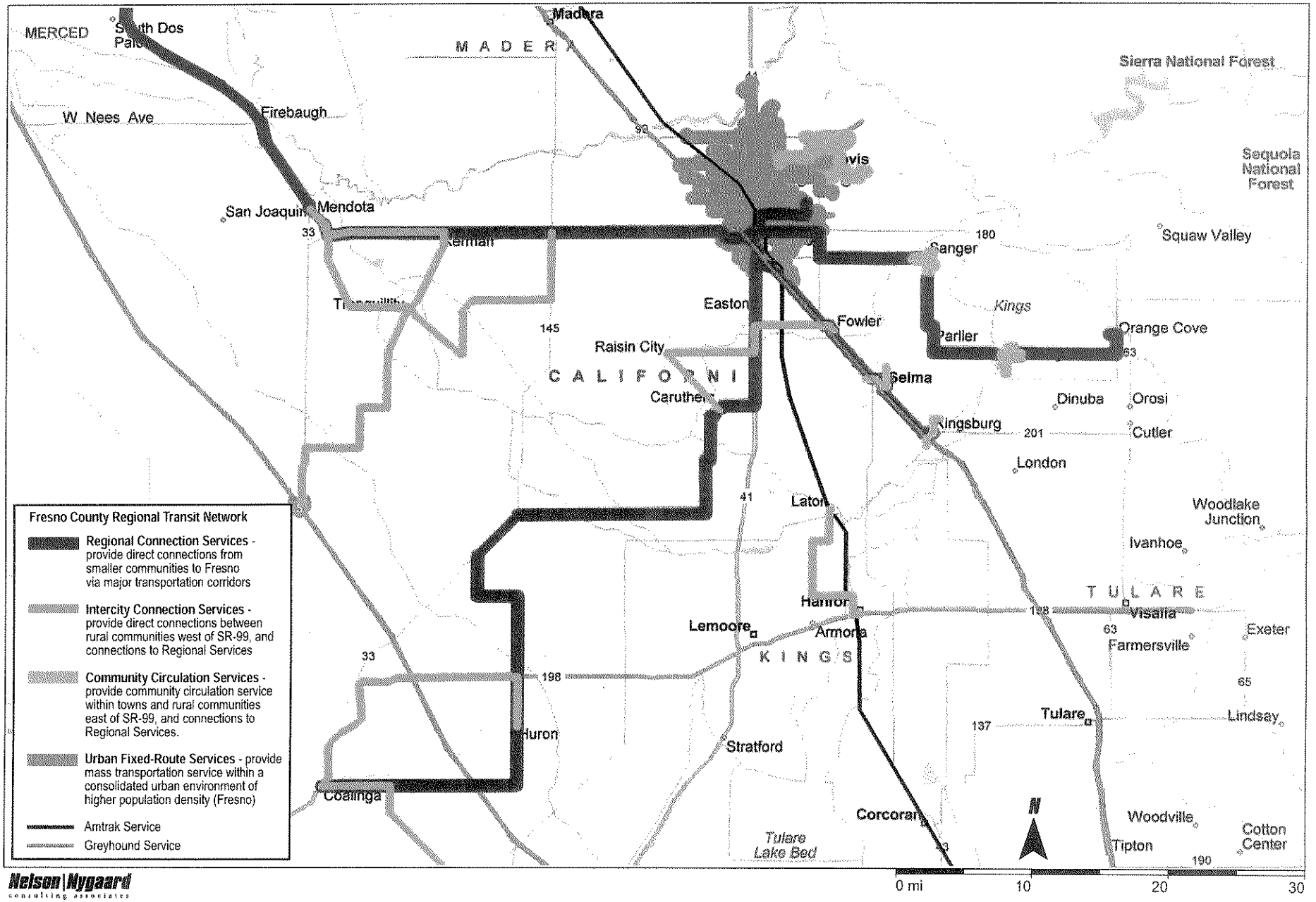
- The transportation and circulation framework should define compact districts and corridors that are characterized by high connectivity of streets, in order to not overly concentrate traffic on major streets and to provide more direct routes for pedestrians, good access to transit, and streets that are designed for pedestrians and bicycles, as well as vehicles.
- New residential developments should include streets that provide connectivity. It is especially difficult to provide effective transit in areas with cul-de-sacs and walls enclosing residential and other areas.
- Transit improvement projects should be targeted towards areas with transit-supportive land uses (existing and planned), and towards projects that can increase pedestrian activity.

Urban Design

High quality urban design, including street and building design, can support increased transit use and pedestrian and bicycle activity. An important evaluation criterion is the extent to which the plans provide guidelines or standards to achieve the desired urban design character in a particular community.

- Streets should be designed to support use by multiple modes, including transit, bicycles, and pedestrians, through proper scaling and provision of lighting, landscaping, and amenities.
- Buildings should be human scaled, with a positive relationship to the street (including entries and windows facing onto public streets, and appropriate articulation, signage, etc.).
- The impact of parking on the public realm should be minimized by siting parking lots behind buildings or screening elements (walls or landscaping).

Figure 7-1: Fresno County Regional System - Strategic Vision



Nelson|Nygaard
consulting associates

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POLICY ADVISORY COMMITTEE

ACTION / DISCUSSION ITEMS

AGENDA ITEM III. L

REGIONAL PUBLIC TRANSPORTATION INFRASTRUCTURE STUDY (PTIS)

TASK ORDER REQUEST FOR PROPOSALS

August 17, 2007

Proposals Requested By:

Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno CA, 93721
Phone: (559) 233-4148
Fax: (559) 233-9645
www.fresnocog.org

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TASK ORDER REQUEST FOR PROPOSALS
REGIONAL PUBLIC TRANSPORTATION INFRASTRUCTURE STUDY
COUNCIL OF FRESNO COUNTY GOVERNMENTS

I. INTRODUCTION

The Council of Fresno County Governments (Fresno COG) is seeking a qualified Consultant with substantial experience in developing and designing long-range regional public transportation plans. The purpose of this Public Transportation Infrastructure Study is to evaluate mobility needs and opportunities, and to identify strategies for public transit and transit supportive infrastructure development that will result in wider acceptance and use of non automobile transportation modes such as public transit, bicycle and pedestrian travel. In addition to the development of viable alternative public transportation options for Fresno County, this study seeks to develop ridership projections and cost estimates for various scenarios that will be used to establish a long-range plan leading to optimum connectivity within the region.

Discussion

Fresno County is part of the San Joaquin Valley Air Basin, a region that, much like its California cousin the South Coast Air Quality Management District, has significant air quality challenges. However, unlike other California regions, the San Joaquin Valley is not dominated by emissions from one large urban area. Instead, there are a number of small and moderately sized urban areas spread along the main axis of the predominantly rural Valley. This wide distribution of emissions complicates the problem of addressing air quality issues, and makes traditional strategies to reduce vehicle travel, such as public transportation, less practical.

Recognizing the magnitude of the challenge, Fresno County policy makers formulated a study concept called the Public Transportation Infrastructure Study. The purpose of the study is to evaluate mobility needs and opportunities, and identify strategies for public transit and transit supportive infrastructure development that will result in wider acceptance of alternative travel modes such as public transit, bicycle and pedestrian travel as mobility options.

Phase I of the Study evaluated existing and planned land uses, mapped residential and employment densities, and identified primary travel corridors for communities outside of the Fresno/Clovis Metropolitan Area (FCMA). Phase I also reviewed existing land use policies and developed a set of transit supportive recommendations. Phase I reports are available on the Fresno COG website at www.fresnocog.org.

In 2006, Fresno County Voters approved a half-cent sales tax called Measure C. Measure C includes a projected $5 million reserve for the completion of the PTIS and the formation of a regional transit agency.

II. SCOPE OF WORK

The scope of work will be accomplished through a General Planning Task Order. The selected consultant(s) will work with the Fresno COG's PTIS Steering Committee to develop a scope of work which will lead to the successful achievement of the Study's goals. This process is intended to maximize the benefit of the Consultant's knowledge and experience, while maintaining flexibility in the process to address new information, public comment, and desired changes in work tasks.

An initial proposed scope of work will be provided by the proposers for RFP Evaluation. Upon contract award, the selected Consultant(s) will work with the Steering Committee to finalize the first task. When the task, task schedule, task budget, and task deliverables have been agreed upon, a "Task Order" authorizing the work will be issued. Subsequent tasks will be prepared and approved using the same process.

Note: Fresno COG may elect to contract with multiple consultants in the performance of separate planning tasks.

Public Transportation Infrastructure Study Goals:

System Design Goals

1. Design a countywide public transportation system that maximizes personal mobility by providing functional access to work, education, health care, recreation and other essential services for all county residents.

2. Design a countywide public transportation system which is safely accessible to pedestrians and bicyclists.

3. Design a countywide public transportation system that provides a viable, attractive and affordable alternative to private automobiles.

4. Design a countywide public transportation system that will lead to reduced vehicle miles traveled, improved air quality, and reduced traffic congestion.

5. Design a countywide public transportation system that provides optimum connectivity between all Fresno County jurisdictions including Indian Tribal Governments and communities. This county system should not preclude any logical connectivity to existing or future planned services in neighboring counties.

6. Design a countywide public transportation system that will be sustainable over a 50 year planning horizon.

System Supportive Strategies

1. Develop strategies that will maximize the use of public transportation.

2. Develop strategies that will reduce dependence upon private automobile use.

3. Develop transportation investment strategies that insure transportation-disadvantaged populations such as youths, seniors, disabled, farm workers and low income groups have convenient, fast, efficient, and reliable, access to work, education, health care, recreation and other essential services.

4. Develop transportation investment strategies that insure access to people with disabilities.

5. Develop strategies that that promote and support overall safety, walkability, and convenient access to public transportation.

6. Develop strategies that support intermodal travel including park-and-ride, rideshare, bicycle, rail and transit programs.

7. Develop public transportation strategies that support long-term regional economic vitality.

Scope of Services:

Note: The PTIS Scope of Services may include but is not limited to the following:

1. Determine the feasibility of various pedestrian, bicycle and transit supportive strategies
   - Identify transit and transit supportive infrastructure options and technologies
   - Determine which options, systems and technologies are viable under current conditions (Current Condition Scenario)
   - Determine what systems and technologies may be viable under a smart growth scenario (Smart Growth Scenario)

     Note*: The Smart Growth scenario will include among other ideas mixed land uses; compact building design; walkable development with a variety of transportation options, and an evaluation of population distribution and land use modifications.*

2. Evaluate route alignments; project ridership; estimate costs; estimate anticipated shifts in transportation mode (mode split)
   - Determine route alignment and station locations under Current Condition Scenario
   - Estimate Current Condition Scenario capital and operational costs
   - Project Current Condition Scenario mode split
   - Determine route alignment and station locations under Smart Growth Scenario
   - Estimate Smart Growth Scenario capital and operational costs
   - Project Smart Growth Scenario mode split

3. Develop transit supportive policies and standards
   - Develop transit supportive land use standards
   - Develop model general plan element for transit supportive policies and standards
   - Develop model mixed-use development policies and standards.
   - Develop model infill development policies and standards
   - Develop model transit station facility standards
   - Develop transit supportive land-use overlays for key transit corridors

4. New Technology Funding Reserve
   - Identify best potential projects for New Technology (Personal Rapid Transit or similar technology) funding reserve
   - Prioritize potential demonstration projects

- Model ridership for potential projects
- Prepare implementation schedule and cost estimates
- Identify potential private sector partners

5. Develop Implementation Plan
    - Develop long and short-range project priority list
    - Develop operating and capital funding strategies
    - Develop long and short-range implementation plan

III. PUBLIC INVOLVMENT PROCESS

As with any effective planning process, public involvement is critical to the success of this effort. The Consultant will be expected to prepare and execute an effective public outreach program to insure that the public is informed and engaged in all planning activities. Efforts to include minority groups such as farm workers, Native American communities and non-English speakers will be required. A proposed public involvement process should be identified in each work task that supports the task and the overall project.

IV. PROPOSAL REQUIREMENTS

Proposal content and completeness are important. Clarity and conciseness are essential and will be considered in assessing the proposing organization's capabilities. The Project Technical Advisory Committee will screen all Consultant proposals submitted in response to this request for proposals. The Committee will determine, through the screening process, which Consultants may be invited to make formal presentations and be interviewed by the Committee. The Committee reserves the right to make a final selection without an interview.

One (1) reproducible and fifteen (15) copies of the proposal must be received at the Council of Fresno County Governments office, located at 2035 Tulare Street, Suite 201, Fresno, California 93721, by **5:00 P.M. PST on December 7, 2007.** Proposals not received by that date and time **will not** be considered. In order to simplify the review process and to maximize the degree of comparative analysis, the proposal should be organized in the following manner:

A. TRANSMITTAL LETTER

The transmittal letter should be signed by an official authorized to bind the Consultant contractually and will contain a statement to the effect that the proposal is a firm offer for 90 days. The letter accompanying the proposal will also provide the following: names, titles, mailing address, email addresses, and telephone numbers of individuals with the authority to negotiate and contractually bind the company.

B. TABLE OF CONTENTS

Include identification of the material by section and page number.

C. OVERVIEW

This section should clearly convey the Consultant's understanding of the nature of the work and the general approach to be taken to its performance. This section should include, but not be limited to, a discussion of the purpose of the project, the organization of the project effort, and a summary of the proposed approach.

D. PROPOSED WORK PLAN

This section should include:

1) Task Descriptions:

A work program including a recommended set of tasks that will accomplish the goals and objectives of the PTIS. Include a full description of each step to be followed in carrying out the project. The work description should be presented in sufficient detail (tasks, subtasks, schedule, etc.) to demonstrate a clear and complete understanding of the work and the proposed approach.

2) Products:

A description of the format, contents and level of detail that can be expected for each anticipated task deliverable product should be included.

3) Schedule:

A schedule showing the expected sequence of tasks, subtasks, etc. should accompany the work description. Important milestones should be identified on the schedule.

E. Management Approach

This Section should describe the Consultant's management approach. If the proposal is a team effort, the distribution of work among the team members should be indicated. Describe the organization of the management, the structure of the work assignments, and any specific features of the management approach that requires special explanation. The prospective Consultant will designate by name the project manager to be employed who will oversee the project. No substitutions of the identified project manager will be allowed without prior approval of the Steering Committee.

Include the names and qualifications of all professional personnel to be employed, a resume for each professional, included in the appendix, a statement indicating hourly rate that will be charged for each professional assigned to the contract, and what tasks each professional will perform. Staffing assignments should be specific enough to demonstrate understanding of skills required and commitment of proper resources. The Consultant will not substitute members of the project team without prior approval of the Steering Committee.

F. SUMMARY OF QUALIFICATIONS

Provide a description of previous projects that significantly relate to your qualifications for this project. Provide names, mailing addresses, email addresses, and telephone numbers for at least three clients for whom the firm preformed services similar to those described in this request for proposal.

V. PROJECT SCHEDULE

Respondents should develop a proposed schedule as part of their proposal. This schedule should show estimated completion dates for recommended tasks and sub-tasks. The selected Consultant will be expected to perform all work necessary to complete approved tasks. The Consultant will take primary direction from the Steering Committee. It is intended that all work will be completed within the timelines of accepted tasks as agreed upon by the Steering Committee and the Consultant. The Consultant's work will begin immediately upon signing a contract. Any extensions to the timeline will require a formal written request from the Consultant to the Fresno COG Project Manager. The Committee will take appropriate action to ensure proper and timely performance by the Contractor.

Proposal Review and Award Schedule

Activity	Date
Request for Proposals Released	October 1, 2007
Deadline for Proposal Submittal	December 7, 2007
Pre-proposal Meeting	October 18, 2007
Oral Interview Selection Process	January 10, 2008 (if necessary)
Fresno COG Policy Board Approval	February 28, 2008 meeting
Notice to Proceed (subject to Contract Signing)	Post Fresno COG Policy Board Approval

VI. DELIVERABLE PRODUCTS

Deliverables for the project will be provided in a manner consistent with the Tasks/Schedule identified in the work tasks ordered. The selected Contractor(s) is to provide deliverable materials and reports to the Fresno COG Project Manager:

Copies of all associated data tables are to be provided in an electronic format complete and editable in Microsoft Excel. All data and materials collected for this project will become the property of the Council of Fresno County Governments (Fresno COG) and will be turned over to the Project Manager upon acceptance of each work task.

VII. CONSULTANT SELECTION

The Study Technical Advisory Committee will screen all Consultant proposals submitted in response to this request. The Committee will determine, through the screening process, which Consultants may be invited to make formal presentations and be interviewed by the Committee. The selection Committee reserves the right to make a final selection without an interview. The Fresno COG may elect to retain more than one consultant or consultant team to perform different planning task.

VIII. BUDGET & BILLING FORMAT

A cost analysis of the proposed budget will be done by Fresno COG staff. Under various circumstances the budget could be subject to Pre-audit and/or the final cost subject to Post-audit by Fresno COG. The Contractor should have an accounting system capable of segregating direct cost from indirect costs. The Contractor and Subcontractors will comply with all applicable laws and maintain books, documents, papers, and accounting records for a period of three years from the date of the final payment.

A. Method of Payment

A Cost Reimbursement Contract will provide reimbursement, at actual cost plus a fixed fee for profit.

B. Project Budget

A maximum of $3,000,000 has been budgeted for consultant services for this project. Budgets for each individual Task Order will be prepared and only ordered tasks will be funded.

C. Task Budget

A schedule of billing rates for each person working on the project must be provided. A schedule of estimated costs to compete each proposed task should add down to the total cost of the project (see Tables 1 & 2). The task budget should include a subsidiary breakdown by task of hours and billing rate charges. To ensure a full understanding of the resources committed to the project, the schedule should clearly indicate the amount of hours key personnel will be used in each task.

D. Budget and Cost Breakdown

The prospective Consultant will prepare a detailed cost breakdown for the proposed work to be performed during the project. This will include all tasks recommended to complete the project including final reports and presentation.

1) **Direct Labor Costs** – A schedule of billing rates and hours worked by employee or category of employee is required of the prime Contractor and all Subcontractors. Billing rates shall be based on actual pay rates and should cover all costs associated with the employee (salary, benefits, and anticipated cost of living and/or merit increases during the term of the Contract). Depending on the individual cost structure, overhead may be

applied as a component of the billing rate or applied separately. The Proposer should be prepared to validate billing rates with payroll registers, wage agreements, or other payroll documentation.

2) **Overhead Rates** – The overhead rate should include all indirect costs not readily assignable to cost objectives specifically benefited. Typically an overhead rate is calculated on a company or division wide basis by segregating expenses into direct cost and indirect cost categories and then dividing the indirect costs by a direct cost base such as direct labor to arrive at an overhead rate. The overhead rate is then applied on a contract by contract basis to recapture the indirect costs that are not chargeable directly to a final objective such as general and administrative, facilities, equipment, supplies, accounting, maintenance, materials, etc. Some cost structures may be broken into various overhead rates that are applied to different bases. The Proposer should be prepared to provide supporting documentation such as prior agreements with government agencies or audits of prior year activities to validate overhead rates structures.

3) **Direct Cost** – Direct costs are those incremental costs that can be identified specifically with a particular final cost objective. Although in some instances direct costs and indirect costs may include similar categories, incremental direct costs attributable to final objectives must be separated and not included in the overhead calculation. All direct costs specifically attributed to the project and not included in the billing rates must be itemized by budget category to be eligible for reimbursement. Once contractually authorized, direct cost budgets may not be substituted without prior written consent of Fresno COG.

4) **Subconsultant Fees** – Subconsultants must provide the same cost data detail as the prime Contractor (see Table I and Table 2).

5) **Fixed Fee** – A fixed fee is calculated as a basis of total direct and indirect costs. The State of California allows a 10% maximum fee.

TABLE 1

Example of Hypothetical Cost Estimates
Direct Cost by Task

Cost Items	Task 1	Task 2	Task 3	Total
1. Direct Labor	3,700	17,053	5,502	26,255
2. Overhead (__% of Line 1)	1,480	6,821	2,201	10,502
Total Salary Burden	5,180	23,874	7,703	36,757
3. Direct Expenses				
Telephone/FAX	35	28	15	78
Postage/Shipping	12	8	35	55
Graphics/Printing	11	11	75	97
Travel	350		500	850
Misc.	45	45	45	135
Total Direct Expenses	453	92	670	1,215
4. Sub-consultant Fees *	4,244	22,276	2,726	29,246
5. Fixed Fee (__% of Lines 1,2,3)	764	1,524	1,132	3,420
Total	10,640	47,766	12,231	70,638
				70,638

TABLE 2

Example of Project Task Costs by Key Personnel

	Key Staff	Key Staff	Staff	Total
Task No. and Description	#1	#2	Support	Hours
Sub-Task 1. Establish Parameters	25	75		100
Sub-Task 3. Data Collection and Analysis		400	250	650
Sub-Task 4. Final Report and Presentation	15	50	175	240
Total Hours	40	525	425	990
Billing Rate	$75.00	$44.06	$25.00	$37.12
Memo Total	$3,000	$23,132	$10,625	$36,757

* Sub-consultants must provide required cost components found in Tables 1 & 2

E. DBE Participation

DBE Exhibit A - Bidders Listing must be completed for all Contractors and Subcontractors regardless of DBE affiliation.

The Fresno COG fully anticipates that it will consistently meet and exceed its adopted DBE overall goal under 49 CFR Part 26 using race-neutral measures exclusively.

Only DBE firms currently certified per 49 CFR Part 26 will participate as DBEs in our program. Such certification must be issued by Caltrans, FHWA, FTA, DOT, MPO, City, County, or State in accordance with 49 CFR Part 26.

Fresno COG will not deny award to Contractors on the basis of DBE participation, who demonstrate that they have used good faith efforts to achieve DBE participation.

Contractors selected on the basis of DBE participation must provide the following information with the initial proposal or before entering into a contractual agreement with Fresno COG:

1) The names and addresses of the DBE firms.

2) A description of the work each DBE will provide.

3) The dollar amount of participation by each DBE.

4) Proof of DBE certification.

5) Written confirmation that the DBE will participate.

6) If DBE participation is not achieved, evidence of good faith efforts must be provided.

Prime Contractors are required to maintain records and document payments to all Subcontractors for three years following the performance of the Contract. These records will be made available for inspection upon request by any authorized representative on Fresno COG, Caltrans, FHWA, or DOT. This reporting requirement also extends to any certified DBE Subcontractor. The Contractor shall maintain records showing the name and address of each Subcontractor, the date of payment, and total dollar figure paid to each Subcontractor.

Fresno COG will safeguard from disclosure to third parties information that may reasonably be regarded as confidential business information, consistent with federal, state, or local laws.

IX. QUESTIONS ON THE RFP

All questions on the RFP should be submitted in writing by October 19, 2007 to:

John Downs, Senior Transit Planner
Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

X. PROPOSAL SUBMITTAL

A. Submission of Proposal/Period of Acceptance

One reproducible and 15 copies of all proposals must be delivered to the Council of Fresno County Governments no later than **5:00 P.M. December 7, 2007**. Proposals **will not** be accepted after 5:00 P.M. PST. Postmarks will not be accepted. Facsimile or other electronically transmitted proposals will not be accepted. Proposals should be mailed or delivered to:

John Downs, Senior Transit Planner
Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

All proposals will remain firm for a period of ninety (90) days following the final date for submission. All proposals will become the sole property of the Council of Fresno County Governments and a part of its official records without obligation on the part of the Council of Fresno County Governments.

The RFP is not to be construed as a contract or commitment on the Part of Fresno COG. Fresno COG reserves the right to reject all proposals, to seek additional information from each proposing Consultant, or to issue another RFP if deemed appropriate.

B. Examination of RFP Document

The Contractor shall be solely responsible for examining, with appropriate care, the RFP, including any Addenda issued during the proposal period, and for informing itself with respect to any and all conditions which may in any way effect the amount or nature of the proposal, or the performance of the work in the event the Contractor is selected. Failure of the Contractor to so examine and inform itself shall be at its sole risk and no relief for error or omission will be given.

C. Insurance Requirements

Without limiting Fresno COG's right to obtain indemnification from Contractor or any third parties, Contractor, at its sole expense, shall maintain in full force and effect the following insurance policies throughout the term of the Contract:

1) Comprehensive general liability insurance with coverage of not less than $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. Comprehensive general liability insurance policies shall name the Fresno COG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under the terms of the Contract are concerned. Such coverage for additional insured shall apply as primary insurance or self-insurance and any other insurance, or self-insurance, maintained by Fresno COG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the Contractor's policies herein.

2) Comprehensive automobile liability insurance with limits for bodily injury of not less than $25,000 per person, $250,000 per accident and for property damages of not less than $50,000, or such coverage with a combined single limit of $250,000.

3) Professional liability insurance of at least $1,000,000.

4) Workers compensation insurance as required by law.

This insurance shall not be canceled or changed without a minimum of thirty (30) days advanced, written notice given to Fresno COG. Contractor shall provide certification of said insurance to Fresno COG within twenty-one (21) days of the date of the execution of the contract. Such certification shall show to Fresno COG's sole satisfactions that such insurance coverage's have been obtained and are in full force; that Fresno COG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names Fresno COG, its officers, agents, and employees, individually and collectively, as additional insured (comprehensive general liability only), but only insofar as the operations under the Contract are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self insurance, maintained by Fresno COG, its officers, agents, and employees, shall be excess and not contributing with insurance provided under Contractor's policies herein; and that this insurance shall not be canceled or changed without a minimum of thirty (30) days advance, written notice given to Fresno COG.

In the event Contractor fails to keep in effect at all times insurance coverage as herein provided, Fresno COG may, in addition to other remedies it may have, suspend or terminate the contract upon the occurrence of such event.

D. Disadvantaged Business Enterprise (DBE) Certification

If the prospective Contractor or Subcontractor is DBE certified, proof that the company has been certified (Exhibit A of this RFP) shall be included in the proposal. Certification will be from an agency authorized to make such determinations; i.e. Small Business Administration, State of California, National economic Development Administration, City of Fresno, Fresno County, etc. Although there is no specific goal for this Contract, Fresno COG has an overall 15 percent DBE Goal.

E. Conflict of Interest

The prospective Contractor shall disclose any financial, business or other relationship with Fresno COG that may have an impact upon the outcome of the selection.

F. Preparation of Proposal

The proposal shall be formatted in accordance with the requirements specified in Section-IV Proposal Requirements of this RFP. Proposal forms shall be

executed by an authorized signatory as described immediately following in Section X-G - Signing of Proposal/Authorization to Negotiate. All Proposals shall be prepared by and at the expense of the Contractor.

G. Signing of Proposal/Authorization to Negotiate

The Proposal shall be signed by an official authorized to bind the Contractor and shall contain a statement to the effect that the Proposal is a firm offer for a 90-day period. The Proposal shall also provide the following: name, title, mailing address, email address and telephone number of individuals with authority to negotiate and contractually bind the Company.

H. Modification or Withdrawal of Proposals

Any Proposal received before the date and time specified above for receipt of Proposals may be withdrawn or modified by written request of the Contractor. To be considered, however, the modified Proposal must be received by the date and time specified previously. All verbal modifications to these conditions or provisions are void and ineffective for Proposal evaluation purposes. Only written changes issued by Contractor to Fresno COG are authorized and binding.

I. Rejection of Proposals

Failure to meet the requirements for this Request for Proposals will be cause for rejection of the Proposal. The Fresno COG may reject any Proposal if it is conditional, incomplete or contains irregularities or inordinately high cost rates. The Fresno COG may wave an immaterial deviation in a Proposal. Waiver of an immaterial deviation shall in no way modify the Request for Proposals documents or excuse the Contractor from full compliance with the Contract requirements if the Contractor is awarded the contract.

J. Contract Award

The actual award of the Contract by the Fresno COG Policy Board (tentatively set for the February 28, 2008 meeting). Proposal opening does not constitute the awarding of a Contract. The Contract is not in force until it is awarded by the Fresno COG and executed by the Fresno COG designees.

K. Attachments

Attachments to be included at the end of the Proposal are as follows (as attached herein):

Exhibit A--DBE Participation
Exhibit B--Title VI Assurance

XI. FRESNO COG RIGHTS

The Fresno COG may investigate the qualifications of any Proposer under consideration, require confirmation of information furnished by a Proposer, and require additional evidence of qualifications to perform the work described in this RFP. The Fresno COG reserves the right to:

1) Reject any or all of the proposals if it deems such action is in the public interest.
2) Issue subsequent Requests for Proposals.
3) Cancel the entire Request for Proposal.
4) Remedy technical errors in the Request for Proposals.
5) Appoint an evaluation committee to review the Proposals.
6) Seek the assistance of outside technical experts in Proposal evaluation.
7) Approve or disapprove the use of particular Subcontractors.
8) Establish a "short list" of Proposers eligible for interviews after review of written Proposals.
9) Negotiate with some, all, or none of the respondents to the RFP.
10) Solicit best and final offers from all or some of the Proposers.
11) Award a contract to one or more Proposers.
12) Accept other than the lowest price offer.
13) Waive informalities and irregularities in proposals and the bid process.

The RFP does not commit the Fresno COG to enter into a Contract, nor does it obligate the Fresno COG to pay for any costs incurred in preparation and submission of Proposals or in anticipation of a Contract. All proposals will be subject to public disclosure as required by the California Public Records Act.

The Fresno COG reserves the right to investigate the qualifications of all firms under consideration to confirm any part of the information furnished by a Proposer, or to require other evidence of managerial, financial or other capabilities that are considered necessary for the successful performance of the Contract.

XII. PROPOSER OBJECTIONS TO RFP SCOPE OF WORK OR TO PROPOSER SELECTION

A Proposer may object to any of the terms or provisions set forth in the RFP's scope of work or the selection of a particular Proposer on the grounds that Fresno COG procedures, the provisions of this RFP or applicable provisions of federal, state or local law have been violated or inaccurately or in appropriately applied, by submitting to Fresno COG a written explanation of the basis for the objection. Deadlines for Submittal of objections are:

- No later than two weeks prior to the date Proposals are due, for objections to RFP provisions; or

- Within three working days after the date on which Contract award is authorized or the date the Proposer is notified that it was not selected, whichever is later, for objections to Proposer selection.

If Proposer does not state any objections, Fresno COG will assume that the RFP scope of services is acceptable to Proposer and have been fully factored into its response. If Proposer intends to negotiate with Fresno COG concerning any part of the Scope of Work that the

Proposer finds objectionable, Proposer must provide specific language in its response that will address or cure its objections.

EXHIBIT A

DBE PARTICIPATION

*All Contractors and Subcontractors bidding on the project must submit the following information regardless of DBE Status.

Contact Person_____

Company Name_____

Address_____

City, State, Zip_____

Phone Number _____Fax Number_____

Email_____

What was your firm's Annual Gross Receipts for the last year?

___ Less than $1 million ___Less than $5 million ___ Less than $10 million

___ Less than $15 million ___ More than $15 million

Age of Firm_____

Does your firm have a current DBE Certification pursuant to 49CFR Part 26?

Yes_____ No _____

Amount of Contract Participation $_____

DBE/WBE Participation (Continued)

The following stated dollar(s) amount(s) will be compensation paid to DBE/WBE firms certifiable under the provisions of the Code of Federal Regulations, Title 49, Part 23 as amended.

$_____ DBE Participation:

_____Company

$ _____ DBE Participation:

_____ Company

The undersigned hereby certifies that the forgoing statements and information are true and correct.

Date:_____

Name of Proposer: _____

By: _____

Title: _____

EXHIBIT B

TITLE VI ASSURANCE

The Council of Fresno County Governments, in accordance with Title VI of the Civil Rights Act of 1964, 78 stat. 252, 42 U.S.C. 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any Contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

POLICY ADVISORY COMMITTEE

ACTION / DISCUSSION ITEMS

AGENDA ITEM III. M

PLANNING AND ENGINEERING SERVICES FOR PROPOSED STREETCAR LINE LINKING DOWNTOWN FRESNO TO FRESNO'S TOWER DISTRICT

Request for Proposals

August 31, 2007

Proposals Requested By:

Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno CA, 93721
Phone: (559) 233-4148
Fax: (559) 233-9645
www.fresnocog.org

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I. INTRODUCTION

The Council of Fresno County Governments (Fresno COG) in coordination with the City of Fresno is requesting proposals for planning and engineering services related to a proposed streetcar line linking Downtown Fresno to Fresno's Tower District.

This work consists of a feasibility analysis that includes the evaluation of alternative routes and equipment, preparation of preliminary planning and feasibility studies, conducting an environmental screening, and preparing a financing plan. The work will be conducted in two phases: the first phase, the feasibility analysis, will conclude with selection of a preferred alternative and preparation of a project description; the second phase of work will include the preliminary design and engineering, and preparation of all appropriate environmental documents. Both phases will include public outreach and involvement tasks.

The ideal consulting team will bring experience in planning and designing streetcar systems in an urban setting, devising private funding mechanisms, conducting environmental review, and engaging the public.

A pre-proposal conference will be held October 18, 2007, and proposals are due November 16, 2007.

II. BACKGROUND INFORMATION

The City of Fresno wishes to plan and design a streetcar line to link Downtown Fresno to Fresno's Tower District. A Technical Advisory Committee (TAC), consisting of representatives from the City of Fresno, the Fresno COG, the County of Fresno, and potentially members of the development community will be coordinating the work.

The City of Fresno wishes to fast track the project and be in construction on the first rail leg between Downtown Fresno and Fresno's Tower District within five years. In the interest of accelerating the project, federal funding will not be sought. Finally, funding for the project will involve private sector participation.

Although a specific route has not been identified and the first phase of work on this project is intended to answer or test many of the basic design and feasibility questions, there are a number of general concepts that are useful for outlining the vision. They are summarized here:

Planning and Financing

- Total project cost of $60 million or less
- Planning and design period of five years or less (i.e., construction start within three to five years)
- Not part of the federal New Starts planning process

- Private sector participation in funding

Route

- Approximately 3 to 3.5 miles
- Generally street running, in shared traffic lanes; limited if any exclusive right of way
- Link key destinations; high on the list are the downtown convention center, downtown baseball stadium, the Fulton Mall, and the Tower District.

Stations and `Vehicles

- Stations not elaborate, low platforms, curbside
- System is accessible and ADA compliant
- No park and ride lots

Track and Systems

- Limited crossing controls, relying on traffic signals
- No grade separations
- Headways of five to seven minutes

III. PROJECT SCOPE OF SERVICES

The scope of work will be conducted in two phases. The Phase I study is a feasibility analysis that includes preliminary planning and evaluation of alternative routes and equipment, preparation of preliminary planning and feasibility studies, public outreach, conducting an environmental screening, and preparing a financing plan. This phase of work is to be funded by a portion fo the Public Transportation Study funds identified in Measure C. The conclusion of the first phase will include selection of a preferred alternative and preparation of a project description; the intent is to provide the necessary information for the preliminary engineering/environmental review tasks in Phase 2.

Following completion of the necessary tasks included in the Phase I scope of work, the cooperating agencies will make certain findings about route, vehicles, and plans for the streetcar project. A preferred alternative for the project will be designated at that time, which will include a description of the route, stations, vehicles, and service characteristics. Provided that the project is determined to be feasible following completion of the required public agency approval process as outlined in Measure C. The project will proceed into Phase 2.

The scope of work for Phase 2 will be funded with local City of Fresno funds. Tasks in the second phase of the project include: public outreach; project management; Topographic survey; conceptual design and preliminary geometrics; right-of-way engineering; traffic study including intersection analysis to evaluate geometrics, lane,

turn movement and signal design issues; environmental initial study; traffic level of service impact analysis; environmental document; geotechnical report; construction cost estimates; a funding and financing plan; and any special submittals. Consultants are expected to include any additional work items that they feel are appropriate and/or necessary for the successful completion of this project.

The consultant will be responsible for actively managing the project and for the performance of all preliminary engineering, environmental analysis and documentation in a timely manner. The work under this contract will be phased over two (2) years. A conceptual schedule is outlined in the following table.

Proposed Project Timeline- Phase I

Quarter	Task	Project Schedule Objectives
January – March 2008	Award contract, project startup	Gather documents and information, meetings with key staff, outline public outreach program
April - June 2008	Phase I Preliminary route and vehicle studies	Engineering feasibility. Initial interest surveys and public outreach efforts. Begin environmental reconnaissance
July – September 2008	Phase I	Engineering studies, financial analysis

Proposed Project Timeline – Phase II

October - December 2008	Complete Project Description	Presentation to PSC and local agencies; Prepare Phase I final reports; Feasibility determination; Refine Phase 2 scope of work
January – June 2009	Commence Phase 2	Preliminary engineering design; public involvement in conceptual design. Begin environmental analysis
July – September 2009		Engineering design and environmental analysis
October - December 2009	Complete Administrative Draft EIR	Circulate DEIR for agency and public comment
January – March 2010		Hold public hearings. Respond to comments and prepare final EIR.
April – June 2009		Consultant Selection for preparation of construction plans, specifications and cost estimates

A. Project Management

The Consultant shall appoint an experienced Project Manager who will serve as the regular and primary point of contact for the project. The Consultant will manage the project in all aspects to maintain project schedule and budget. Monthly progress reports will be prepared and submitted to the Fresno COG. Monthly progress reports will address progress of work; project schedule; information/decisions required to maintain the project schedule and complete deliverables; problems encountered that may affect the schedule, budget, or work products, and anticipated work, action items, and review activities for the following month. Invoices shall list expenditures for the invoice period, total expenditures to date, and remaining budget by task. Because the two phases of the project have different funding sources, Consultant invoicing must be by task and clearly separate Phase 1 and Phase 2 work.

The Consultant shall be responsible for leading regular status/coordination meetings with the Streetcar Technical Advisory Committee (TAC) and providing minutes for these meetings.

The Consultant shall provide continuing consultation and advice, through oral and written communications on all matters relating to project.

The Consultant shall maintain continuous liaison with the Fresno COG, the TAC, and other interested utilities or public/state agencies. The Consultant shall fully coordinate with all utility companies including preparation of "A", "B", and "C" utility coordination letters; obtaining necessary potholes; meetings to coordinate any required relocation and/or conflict resolution; and incorporating appropriate provisions in plans, specifications, and estimates.

B. Public Involvement Program

Public involvement in feasibility analysis, planning, design, and environmental review of the project is a key and ongoing component. The Consultant shall prepare a public involvement program that is continuous and is tailored to each community. The plan shall also coordinate with other major planning processes to the greatest extent possible.

The Consultant shall prepare and implement a public outreach plan which shall include outreach in various forms to a range of stakeholders, including focused meetings geared towards addressing private funding and financing of the project.

The Consultant should outline the public meetings necessary to meet project objectives in the public involvement plan. Presentations before the Fresno COG Policy Board, Fresno County Transportation Authority Policy Board, Fresno City Council, and the County Board of Supervisors. Required meetings include at least two Fresno COG Policy Board meetings, two (2) Fresno County Transportation Authority Policy Board

meetings, two (2) Fresno City Council meetings, two (2) County Board of Supervisors meetings, and two (2) public workshop meetings during Phase I. In addition to the CEQA required public hearings in Phase 2, required meetings include at least two (2) Fresno COG Policy Board meetings, two (2) Fresno City Council meetings, two (2) County Board of Supervisors meetings, and two (2) public workshop meetings.

IV. PHASE I SCOPE OF SERVICES

The tasks outlined here do not need to be completed sequentially. There is much interaction and feedback among the various tasks and disciplines involved in the feasibility analysis, and there may be repeated iterations. The Consultant shall provide recommendations as to appropriate sequencing and scheduling of these activities. The items in the work program that are essential to determining feasibility shall be identified as quickly as possible to allow the preliminary engineering and environmental review phase to proceed in an expedited manner; these are expected to be alignments, cost estimates, environmental screening, structural research, and operations and management scenarios.

A. Purpose and Need Statement

The Consultant shall prepare a Purpose and Need statement for the project. The overall intent of the project being studied is to improve transit service to support existing and proposed development in the core areas of the City of Fresno. This includes capturing the economic benefit from improving transit service in project area.

B. Public Outreach and Survey

The Consultant shall manage and implement a public outreach and involvement program, which include at least two open house meetings and individual meetings with stakeholders in the area. Stakeholders include property and business owners, local developers, business associations, non-profits, residents, transit riders, public agencies, and private organizations.

The Consultant shall assess and provide continuity with public input from other planning processes currently ongoing within the region.

The Consultant shall conduct an opinion survey, focus group, scoping meeting, or other method to gain insight to what the public desires in a transit system to serve the project area, and preferences for vehicle type, destinations served, service frequency, and other characteristics. This task should also assess whether the public would choose a streetcar over other available travel modes, and perception and general attitude toward streetcar service.

C. Travel Demand Analysis/Forecasting

Provide an assessment of the demand for transit services within the study area. This assessment shall include, but not be limited to, an assessment of the current demand for transit services as well as the growth in demand associated with proposed residential and office/commercial development.

The consultant should review existing plans for the study area including the FCMA Short Range Transit Plan, the FAX Long-Range and BRT service plans, the general plan for the City of Fresno, the Downtown Transportation and Infrastructure Study, current and proposed development plans within the service area, population projections and demographic profiles within the study area.

In addition to existing plans and planning efforts, the analysis should consider previous services offered by FAX using 'Trolley Style' buses to provide service between Downtown Fresno and the Tower District.

The analysis should also include the inter-relationship between any new service and the services currently provided by FAX. The time frame for analysis shall include at least the current or base year, five, ten and twenty year projections of demand. This assessment should consider the most recent regional travel demand models, and the demand impacts of growth associated with implementation of the Fresno COG "Blueprint" vision for the area.

The goal of this task is to provide a firm and clear understanding of the transportation needs and travel patterns of the study area so that transit service and routing alternatives can be developed that will provide the optimal service to meet the needs of the residents, employees and businesses in the study area.

A feasibility-level traffic analysis shall be performed identifying the major intersections, roadway segments and the potential impacts/delays to local existing and cumulative 2025 traffic. The consultant shall utilize the Fresno COG's Traffic model to assess the impact of the streetcar operation on local traffic.

D. Refine Objectives and Evaluation Criteria.

A statement of project objectives will be developed. Using these objectives, the Consultant shall devise criteria for reviewing and evaluating alignments and alternatives. The criteria shall be quantifiable, measurable, and objective to the greatest extent possible. Likely parameters for evaluating project alternatives include ridership goals, cost-effectiveness, whether key destinations are served, funding feasibility, cost distribution, and timing for project delivery.

E. Route Studies

Although a route on Fulton Avenue from the Fulton Mall in Downtown Fresno to the Tower District on Olive Avenue has been suggested as a starter line project, it is not a final decision. Other alternatives should be considered. The Consultant shall identify key destinations within the project area, any constraints on routing imposed by physical conditions, traffic, or other considerations. Various routing alternatives will be prepared and evaluated. Potential station locations shall also be indicated.

F. Service Criteria

The desired schedule for streetcar operations will be considered in this task, including hours and days of operation, headways or frequency of service, and ridership capacity of the system. Route architecture (i.e., single track versus double track, loop versus line operation) should be evaluated. Headways of ten minutes or less are desired.

G. Equipment Analysis

A variety of equipment options are available for streetcars, including restored historic vehicles, replica cars, refurbished used vehicles, and modern streetcars. These options will be considered and evaluated. Operating systems, including signaling, coordination with traffic controls, power supply, and maintenance facility requirements will also be evaluated in this task. Accessibility requirements associated with the vehicles and stations will be described.

The consultant should prepare a matrix analysis of the benefits and tradeoffs, and the design and operating implications, of each of the vehicle options. Each potential type of vehicle (i.e. replica streetcar, historic streetcar or modern streetcar) will be assessed and compared on key characteristics (e.g., vehicle height, accessibility, station design requirements, passenger amenities like HVAC and automatic announcement systems) and implications for operations (staff requirements, vehicle performance, maintenance needs, multiple unit operation, interoperability with existing FAX systems, etc.). The matrix should also consider the impact of vehicle selection on a maintenance facility. For example, replica or historic streetcars that have a lot of exterior woodwork should be stored in a protected area to prolong the life of the woodwork.

H. Opportunities and Constraints Analysis

Physical and institutional constraints which affect the routing, cost of the project shall be identified and analyzed. Consultant shall formulate recommendations for working within any identified constraints, and shall identify opportunities and provide recommendations for maximizing opportunities.

I. Environmental Screening

The intent of this task is to identify potentially significant environmental impacts and state or federal permitting requirements. Noise, vibration, and stray current issues should also be considered. More detailed environmental impact analysis will be addressed in Phase 2 of the project. For example, the screening should include a preliminary traffic analysis to identify major issues between transit rail service, autos, BRT, pedestrians and bicycles and to indicate which intersections should be evaluated in Phase 2.

J. Conceptual Engineering

Engineering will be developed to a conceptual level to support the other tasks and decision-making. The work product would include conceptual level drawings of track and alignment.

K. Cost Estimates

To evaluate project alternatives and to assess feasibility, a range of cost estimates will be developed from the conceptual plans. Estimates will include final design and permitting necessary to construct the project. A range of operating cost estimates will also be prepared.

L. Station Design Criteria

This task will address potential station or stop locations, the level and type of improvements (e.g. separate platform versus curbside stop), accessibility issues for boarding areas, and general design criteria for stations. Stations should be pedestrian scale and blend well into the existing neighborhoods.

M. Operations and Management Scenarios

Operational information will be provided including how the system will be operated; who will manage operations; hours of operation; how many staff will be required; emergency preparedness; any regulatory considerations, etc. This information will be considered in outlining a plan for operations and management of a streetcar line. Labor requirements, including a 13(c) assessment shall be addressed. Private operators shall be considered in addition to FAX.

N. Financing Plan

This task includes the preparation of a financing plan for the implementation and start-up capital requirements and operating costs. The plan should also assess the costs associated with the project at start-up, and at five and ten year time horizons.

The analysis shall include a complete review of capital and operating funding resources, including but not limited to federal, state, and local funding resources, development fees, and operating assessments. The evaluation should review the financial capacity of FAX and the City of Fresno to implement and operate each of the service alternatives. The plan should recognize the intent of the parties that the initial start-up system should be funded through local/non-federal funding sources, and that this is not an exercise in re-allocating existing resources.

Private participation in financing a streetcar system is one of the basic principles adopted for this project. Gaining support of developers, property owners, non- profit organizations and others who will participate in financing is central to project success. The Consultant shall identify areas of benefit and outline a process for assigning costs, using information from interviews with stakeholders, route information, ridership characteristics, and other relevant inputs.

O. Final Report

The Consultant shall prepare final reports with recommendations for presentation to the Fresno COG's Policy Board, Fresno County Transportation Authority Policy Board, County Board of Supervisors and the Fresno City Council.

The Design report will document all of the Phase 1 work, summarizing the feasibility, conceptual engineering, environmental screening and design conclusions of the Phase 1 work discussed above, including the following:

- Alignment overview and station concepts
- Opportunities and constraints analysis
- Major engineering design assumptions and criteria, including track design, minimum curve radii and maximum gradient, drainage assumptions, vehicle characteristics, power supply, signaling
- Written description of alignment routes, including crossover and tie-in locations
- Power and signaling concepts, including train signal system assumptions, OCS pole location criteria, substation spacing and placement
- Operating and maintenance assumptions and requirements
- Vehicle storage and maintenance locations
- Location and description of any required structures
- Station locations and descriptions of improvements and access
- Right of way requirements for track, stations, power, and maintenance facilities
- Analysis of options and associated costs for operating the streetcar line, Construction cost estimate
- Total Project Cost Estimate, including "soft costs" (e.g. engineering, environmental, right-of-way, construction support)
- Financing section summarizing potential funding sources for capital and operating costs, and recommend a plan for building and running the system.

V. PHASE 2 SCOPE OF SERVICES

The Phase 2 scope of work includes preliminary engineering and environmental analysis. The preliminary engineering task is intended to provide a level of completion (approximately 30%) of total engineering, as required to provide documentation necessary to complete the Environmental Impact Report (EIR). The work will include civil, track, structures, stations, traction power systems, overhead contact systems design, and signal and communications systems.

The environmental evaluation task involves the preparation of an EIR in accordance with the California Environmental Quality Act (CEQA). The EIR shall evaluate the Preferred Alternative and all alternatives as required under state environmental requirements.

Additional work tasks that are an integral part of this process include: capital cost estimating; financial analysis and evaluation of alternatives; and administration of a comprehensive, cooperative and consensus-building public involvement process.

A. Public Involvement Program

The Consultant should outline the public meetings necessary to meet project objectives in the public involvement plan. Presentations before the Policy Advisory Committee (PAC), boards, city councils or other public bodies should be included. It is anticipated that the required meetings include at least two (2) Fresno COG Policy Board meetings, two (2) Fresno County Transportation Authority Policy Board meetings, two (2) Fresno City Council meetings, two (2) County Board of Supervisor meetings, and two (2) public workshop meetings during Phase I. In addition to the CEQA required public hearings in Phase 2, required meetings include at least two (2) Fresno COG Policy Board meetings, two (2) Fresno City Council meetings, two (2) County Board of Supervisors, and two (2) public workshop meetings during Phase 2 of the project.

B. Perform Surveys and Prepare Base Plans

The purpose of this phase is to assemble and review existing data, obtain new field data, and prepare geometric drawings (base plans) for the proposed streetcar system.

Perform topographic field surveys, research and define existing right-of-way and necessary easement areas, and develop base plans to the same scale as the final plans. Topographic aerial surveys or aerial photographs will not be acceptable as base plans. At a minimum, base plans shall show:

- All existing interfacing roadway, drainage facilities, right-of-way, and control systems, etc.

- All existing nearby structures, fences, driveways, poles, roadway signs, streetlights, trees, and vegetation, etc.
- All existing utility facilities on the base plans, profiles, and cross sections, including high pressure gas, electrical, communication, sewer, storm drain and water systems, etc.
- Adjacent property information such as assessor's parcel number and street address shall be shown.

The Consultant shall send "A" Plans (base plans) and Utility Information Request Letter to all applicable utility companies after the Fresno COG has approved the transmittal letter, and provide evidence of mailing. The base plans shall be clearly marked "A" Plans and the transmittal letter shall clearly identify this project as a Fresno COG project.

The Consultant shall obtain and plot the location of all underground/overhead utility and drainage lines. Record utility data compiled shall be reviewed with the utility company in the field, and updated to reflect current conditions before transferring to the base plans. Utility coordination and relocation requirements shall be determined consistent with the State of California Policy on "High and Low Risk Underground Facilities within Highway Rights of Way".

C. Structural Exploration

Arrange for and direct completion of soils tests and subsurface investigations, as required for design and construction of the project.

D. Permitting

The consultant shall coordinate with all agencies with permitting authority over any aspects of the project and shall maintain communication and coordination efforts with such agencies throughout all phases of the work. The consultant shall, in conjunction with Fresno COG staff, establish how permitting requirements will be implemented. The incorporation of all permitting requirements in preliminary engineering, and environmental mitigation shall be accomplished during the appropriate tasks. The consultant shall prepare, when possible, and assist the Fresno COG in preparing and executing permit applications. The consultant, in close coordination with the Fresno COG Project Manager shall serve as the liaison between the Fresno COG and the permitting agency.

E. Environmental Analysis

Prepare a scope of work and the proper environmental document in compliance with the California Environmental Quality Act (CEQA) requirements for the project. Typical tasks include:

1. Compile and review existing documents, data and information

2. Coordinate applicable Public Outreach
3. Contact and coordinate with Regulatory and Responsible Agencies
4. Prepare any necessary Technical Studies
5. Prepare Administrative Draft Environmental Impact Report
6. Present to public and address public comments
7. Revise Environmental Impact Report Including Mitigation and Monitoring Plan
8. Prepare Applicable Findings for and file Notice of Determination

Analysis under the National Environmental Policy Act (NEPA) is not anticipated at this time nor included in this scope of work. However, the consultant should be aware that certain federal permits or policies may trigger a NEPA requirement. The Consultant shall identify permits or policies that may require NEPA review and advise the client on a recommended action. If preparation of a NEPA document is necessary, that work would be accomplished through an amendment to the proposed contract.

F. Funding

It is anticipated that the design and construction of this project will be fully funded by local and state funds. Future extension of the initial line is anticipated. Any impediments to using the initial project as a match for future projects which may be federally funded should be identified.

G. Preliminary Plans, Specifications, and Estimates

Perform the preliminary design of the project, and produce the construction drawings, special provisions, and construction estimates to approximately 30% complete design level for project design review. Drawings shall be of sufficient completion to illustrate the scope of the work being detailed, and to identify potential design issues or conflicts.

The plans, specifications and estimates are to be prepared in accordance with the latest City of Fresno Standard Specifications and supplemented by Caltrans' standards. Work not covered by the "manuals" shall be performed in substantial conformance with accepted professional standards.

The original drawings of all sheets comprising the set of plans together with all reports, drawings, studies, memoranda, and other data pertaining to the project shall be furnished and delivered to the Fresno COG in paper and electronic formats.

Civil drawings shall include track alignment, structure plans, and plan and profile drawings. Grade crossings, utilities, and conceptual solutions to drainage problems shall be shown on plan and profile drawings. The structure plans should indicate general plan and type selection with bent locations for any required structures. Unstarted drawings shall have notes describing their intended content

The Consultant shall provide an independent analysis of all structural computations and plans submitted to the Fresno COG. The independent analysis shall be performed by an engineer licensed in the appropriate discipline. The signature of the checker shall appear on all plan sheets.

Systems engineering design shall include a preliminary drawing index, overhead contact system drawings with pole locations, substation locations, signaling drawings, and any signaling and crossing control systems.

Conceptual station design shall be completed including boarding platform locations with ramps and shelters shown.

Consultant shall prepare and submit typical cross-sections utilized for design and quantity take-offs. Typical sections shall be at appropriate intervals showing existing and proposed/finish grades.

Prepare detailed engineer's estimates for the project, including all required construction cost, right-of-way acquisition cost, and construction engineering cost. The unit price cost estimate shall be consistent with the level of design performed. Any off system costs associated with the project shall be identified and included in the cost estimate (including urban design elements, ancillary roadways, and traffic system improvements) The project shall be designed using units in United States Standard Measures (English Units).

Construction specifications shall be provided for all work undertaken in this project. Specifications shall be in at least outline format, including a preliminary bid item list, written on Microsoft Word, 2000, or later as specified by the Fresno COG and copies are to be provided to the Fresno COG on CD recordable compact discs.

<u>The plans shall be electronic and conform to the following:</u>

1. All electronic graphics files shall contain no more than one plan sheet.

2. In addition, an electronic graphics file shall be submitted with plans containing an index list of filenames and a brief description of the contents, views, and user coordinates.

3. All entities shall be real and directly accessible in each file. Reference files shall not be used or left attached at the time of final submittal.

4. All electronic graphics files shall be in a two-dimensional format.

5. Drawings shall be submitted in world coordinate display.

6. All existing topography, station, and site features shall be on individual levels (layers). Also, existing features shall be screened (30%-50%) and all proposed

features shall be bold when preparing Mylar copies. Plotting parameters (i.e., pen number, color, width, etc.) shall be submitted for the drawings.

7. All electronic graphics files shall contain the plotting scale. Use large bold text, placed below the lower right corner of the plan sheet. (i.e., Scale: 1"= 40')

8. All electronic graphics files, at the time of submittal, shall be on AutoCAD. Current AutoCAD version is Autodesk Land Desktop 2005.

9. All electronics graphics data shall be compatible with Excel/dBase and transferred to recordable compact discs.

10. One copy of the data shall be copied onto CD recordable compact discs and one copy printed on Mylar media. Both are to be provided to the Fresno COG upon completion of the final studies and reports.

11. All AutoCAD project files, which include surveying, shall be tied to the Fresno COG of Fresno GPS static survey coordinate system.

All exhibits provided to the Fresno COG using spreadsheets, shall be on Microsoft Excel, 2000, or later as specified by the Fresno COG.

All scheduling related work shall be on Microsoft Project, 2000, or later as specified by the Fresno COG.

H. Special Provisions and Contract Documents

Prepare applicable portions of the special provisions for use in conjunction with the latest City of Fresno Standards and the July 2002 edition of the California Department of Transportation Standards.

VI. PROPOSAL GUIDELINES

A pre-proposal conference is scheduled for Wednesday, October 18, at 9:00 am. The conference will be held in the Fresno COG Ash Conference Room.

The Proposal should be presented in a 3-ring binder and contain the following information in the order listed:

1. Introductory Letter
2. Office Location(s) At Which Work Will Be Performed Including Subconsultants
3. Qualifications and Experience
4. References
5. Work Plan
6. Project Schedule

7. Conflict of Interest Statement
8. Insurance Coverage
9. Supportive Information
10. Cost Proposal

VII. RECOMMENDED DETAIL

A. Introductory Letter

The introductory letter should be addressed to:

Council of Fresno County Governments
Fulton Streetcar Technical Advisory Committee
2035 Tulare Street, Suite 201
Fresno, CA 93721

Specify the name of the firm submitting the Proposal, its mailing address, telephone number, fax number, e-mail address and the name of the individual to contact if further information is desired. This letter should contain a statement of the consultant's basic understanding of the project. This should be based on information available in this Request for Proposal, site visits, available documents, and applicable regulations or requirements. This letter should also contain an expression of the consultant's interest in the work, a statement regarding the qualifications of the consultant to do the work and any summary information on the project team or the consultant that may be useful or informative to the Fresno COG.

Along with the introductory letter, the consultant should address the acceptability of the terms and conditions for the standard Contract for Services contained in Appendix B. Any proposed deviations and modifications to the agreement should be noted, with reasons given, in the introductory letter for review by the Fresno COG.

B. Office Location

Identify the office location or locations where the work will be accomplished by the consultant and any subconsultants.

C. Qualifications and Experience

Include an organization chart for the proposed team.

Identify key individuals, including the Project Manager and subconsultants, who are proposed to be part of the team along with their qualifications and experience as related to the project. Experience on similar or related projects should be included. Describe the responsibilities of key team members and how the team will interact. The

information should include the expected amount of involvement for each of these individuals on this project. The Statement should contain a listing of current work commitments to other projects or activities in sufficient detail to show that the organization and all of the individuals assigned to the project will be available throughout the project. Any changes in key personnel after the award of a project must be approved by the Fresno COG before the change is made.

Describe the Consultant's available firm resources and capability for actually undertaking and performing the work. Types and locations of similar work performed in the last five years that best characterize the quality and cost control of the consultant should be included. Names and phone numbers of individuals who can provide information related to work quality and cost control should be included. Resources, including management and organization capabilities, should be addressed.

D. References

All key individuals listed in the organization chart should have professional references listed. Provide a minimum of 5 references, with current phone numbers, for whom the project team member has performed work in the past 5 years. References of agency project managers on similar projects, or other responsible individuals who have recent, direct, working experience with the proposed key individual shall be provided. References will be contacted as part of the selection process.

E. Work Plan

The work plan will ultimately become part of the contract by reference. It should describe in a specific and straightforward manner both the consultant's understanding of the project and the proposed approach to achieving the objectives and accomplishing the tasks described in this Request for Proposal. It should be concise, yet include sufficient detail to completely describe the planned approach. Description of how the objectives will be achieved shall be presented in a logical, innovative, and rational plan. THE PLAN SHOULD DESCRIBE EACH PHASE OR TASK OF THE WORK TO BE UNDERTAKEN INCLUDING THE MAN-HOUR LEVEL OF EFFORT FOR EACH CLASS OF PERSONNEL AND FOR EACH SUBCONSULTANT, INCLUDING DELIVERABLES TO BE PROVIDED. The results are expected to be presented in terms of the language and working tools of the practicing engineer or administrator so as to be immediately useful. The Consultant should specify any tasks that are assumed to be accomplished by Fresno COG staff and the general level of participation expected.

F. Project Schedule

The prospective consultant shall prepare a comprehensive schedule to complete the tasks listed in the Scope of Services. The schedule shall show the project to be completed as soon as possible, the performing major tasks identified in the Scope of Work, and the completion date of each task. This schedule should include the time

allowed for review by the Fresno COG and other governmental and regulatory agencies.

G. Conflict of Interest Statement

The prospective consultant shall disclose any financial, business or other relationship with the City of Fresno, Fresno Area Express, or the Council of Fresno COG that may have an impact upon the outcome of this contract or the project. The prospective consultant shall also list current clients who may have a financial interest in the outcome of this contract or a possible construction project that may follow. In particular, the prospective consultant shall disclose any financial interest or relationship with any owner/developer that might have future improvements in the vicinity of the project.

H. Insurance Coverage

The prospective consultant shall provide a summary of the firm's insurance coverage for comprehensive, general liability, professional liability, automotive liability and worker's compensation insurance, all in conformance with item C in section IX.

I. Supportive Information

Supportive information may include graphs, charts, photos, resumes, references, etc., and is to the Consultant's complete discretion. Please be mindful of the Fresno COG's recycling ethic.

J. Cost Proposal

The Consultant shall provide a proposed budget for completion of the work, broken down by individual work task. Within each work task, the cost should be further broken down by personnel working on the task (by prime and subconsultant), number of hours of work assigned to each personnel on that task, and their hourly rate. The cost proposal should include all costs for which the consultant expects to be paid and shall include a total figure for all work to be performed including any supplies, equipment, transportation, or other services necessary to perform the proposed services.

VIII. SELECTION PROCEDURE

After receipt of all proposals, the TAC will conduct an evaluation of the written proposals. The TAC will then rank the proposals. An oral presentation of the most qualified proposals based on the Selection Criteria will be required before an appraisal committee. **Oral presentations are scheduled for Wednesday, December 5, 2007.** The final ranking will be based on a combination of the oral presentation, written proposal and cost proposal submitted. The Fresno COG will then negotiate a contract

price that is reasonable and agreed to by the Fresno COG and the firm with the highest ranked proposal. If there are unresolved issues and negotiations are unsuccessful with the top ranked firm, negotiations with that firm will be formally terminated, and the Fresno COG may attempt to negotiate an agreement with the next highest ranked firm. Aside from announcing the top ranked proposal, the ranking will be kept confidential.

Award of the Consultant's contract will be subject to the approval of the Fresno COG Policy Board.

The firm that is selected to do the work must meet the Fresno COG's minimum insurance requirements prior to the award of the contract. A copy of these requirements is attached in Appendix C.

The consultant selected and contracted to perform the work described in this RFP will not be precluded from bidding or proposing on subsequent phases of work. In other words, the selected Consultant will still be eligible to propose on any future work related to the streetcar project.

IX. SELECTION CRITERIA

A. The Consultant selected for this project shall have demonstrated experience in the preparation of Environmental Documents; Plans, Specifications and Estimates for rail transportation projects, preferably streetcar projects in downtown/urban areas; public involvement; local government finance; and related services on projects similar in type, size, and complexity.

B. Selection will be based upon the following factors:

- Consultant's understanding of the objectives and general approach to the project as demonstrated in the project description and scope of work.
- Proposed work plan.
- The completeness of the work included in the Proposal.
- Consultant's, Project Manager's, and Project Team's experience with similar projects comparable in type, size, and complexity.
- Qualifications, availability and commitment of the Project Manager and Consultant's staff being assigned to this project.
- Demonstrated ability of the Consultant to perform high quality work, to control costs and to meet time schedules.
- Demonstrated ability of the Consultant team to work effectively together and with governmental agency staff.
- Oral presentation provided by the staff that would be assigned to the project, and senior level staff that will be available for consultation by the project staff.

X. BUDGET & BILLING FORMAT

A cost analysis of the proposed budget will be done by Fresno COG staff. Under various circumstances the budget could be subject to Preaudit and/or the final cost subject to Post audit by Fresno COG or Caltrans division of Audits and Investigations. The allowability of individual items of cost will be determined by 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31 et. Seq. The Contractor will also be required to comply with 49 CFR, Part 18, Uniform Administrative Requirement for Grants and Cooperative Agreements to State and Local Governments. The contractor should have an accounting system capable of segregating direct cost from indirect costs per the above-cited regulations. The Contractor and Subcontractors will comply with all applicable laws and maintain books, documents, papers, and accounting records for a period of three years from the date of the final payment.

A Method of Payment

A Cost Reimbursement Contract will provide reimbursement, at actual cost plus a fixed fee for profit.

B Project Budget

No budget has been determined for this project.

C Task Budget

A schedule of billing rates for each person working on the project should be provided. A schedule of estimated costs to compete each task should add down to the total cost of the project (see Table 1 & 2). The task budget should include a subsidiary breakdown by task of hours and billing rate charges. To ensure a full understanding of the resources committed to the project the schedule should clearly indicate the amount of hours key personnel will be used in each task.

D Budget and Cost Breakdown

The prospective consultant will prepare a detailed cost breakdown for the work to be performed during the project. This will include all task required to complete the project including final reports and presentation.

1. **Direct Labor Costs** – A schedule of billing rates and hours worked by employee or category of employee is required of the prime contractor and all subcontractors. Billing rates shall be based on actual pay rates and should cover all costs associated with the employee (salary, benefits, and anticipated cost of living and/or merit increases during the term of the contract). Depending on the individual cost structure, overhead may be

applied as a component of the billing rate or applied separately. The proposer should be prepared to validate billing rates with payroll registers, wage agreements, or other payroll documentation.

2. **Overhead Rates** – The overhead rate should include all indirect cost not readily assignable to cost objectives specifically benefited. Typically an overhead rate is calculated on a company or division wide basis by segregating expenses into direct cost and indirect cost categories and then dividing the indirect costs by a direct cost base such as direct labor to arrive at an overhead rate. The overhead rate is then applied on a contract by contract basis to recapture the indirect costs that are not chargeable directly to a final objective such as general and administrative, facilities, equipment, supplies, accounting, maintenance, materials, etc. Some cost structures may be broken into various overhead rates that are applied to different bases. The proposer should be prepared to provide supporting documentation such as prior agreements with government agencies or audits of prior year activities to validate overhead rates structures.

3. **Direct Cost** – Direct cost are those incremental costs that can be identified specifically with a particular final cost objective. Although in some instances direct cost and indirect cost may include similar categories, incremental direct cost attributable to final objectives must be separated and not included in the overhead calculation. All direct cost specifically attributed to the project and not included in the billing rates must be itemized by budget category to be eligible for reimbursement. Once contractually authorized, direct cost budgets may not be substituted without prior written consent of Fresno COG.

4. **Sub consultant Fees** – Sub consultants must provide the same cost data detail as the prime contractor (see Table I and Table 2).

5. **Fixed Fee** – A fixed fee is calculated as a basis of total direct and indirect costs. The State of California allows a 10% maximum fee.

Table 1

Example of Hypothetical Cost Estimates Direct cost by Task

Cost Items	Task 1	Task 2	Task 3	Total
1. Direct Labor	3,700	17,053	5,502	26,255
2. Overhead (__% of Line 1)	1,480	6,821	2,201	10,502
Total Salary Burden	5,180	23,874	7,703	36,757
3. Direct Expenses				
Telephone/FAX	35	28	15	78
Postage/Shipping	12	8	35	55
Graphics/Printing	11	11	75	97
Travel	350		500	850
Misc.	45	45	45	135
Total Direct Expenses	453	92	670	1,215
4. Sub-consultant Fees *	4,244	22,276	2,726	29,246
5. Fixed Fee (__% of Lines 1,2,3)	764	1,524	1,132	3,420
Total	10,640	47,766	12,231	70,638
				70,638

TABLE 2

Example Project Task Costs by Key Personnel

Task No. and Description	Key Staff #1	Key Staff #2	Staff Support	Total Hours
Task 1. Establish Parameters	25	75		100
Task 3. Data Collection and Analysis		400	250	650
Task 4. Final Report and Presentation	15	50	175	240
Total Hours	40	525	425	990
Billing Rate	$75.00	$44.06	$25.00	
Memo Total	3,000	23,132	10,625	36,757

* Sub-consultants must provide required cost components found in Tables 1 & 2

E. Disadvantaged Business Enterprise (**DBE) Participation**

DBE Attachment A - Bidders Listing must be completed for all contractors and subcontractors regardless of DBE affiliation.

The Fresno COG fully anticipates that it will consistently meet and exceed its adopted DBE overall goal under 49 CFR Part 26 using Race-neutral measures exclusively.

Only DBE firms currently certified per 49 CFR Part 26 will participate as DBEs in our program. Such certification must be issued by Caltrans, FHWA, FTA, DOT, MPO, Fresno COG, County, or State in accordance with 49 CFR Part 26.

Fresno COG will not deny award to contractors on the basis of DBE participation, who demonstrate that they have used good faith efforts to achieve DBE participation.
Contractors selected on the basis of DBE participation must provide the following information with the initial proposal or before entering into a contractual agreement with Fresno COG:

1. The names and addresses of the DBE firms.
2. A description of the work each DBE will provide.
3. The dollar amount of participation by each DBE.
4. Proof of DBE certification.
5. Written confirmation that the DBE will participate.

If DBE participation is not achieved, evidence of good faith efforts must be provided.

Prime contractors are required to maintain records and document payments to all subcontractors for three years following the performance of the contract. These records will be made available for inspection upon request by any authorized representative on Fresno COG, Caltrans, FHWA, or DOT. This reporting requirement also extends to any certified DBE subcontractor. The contractor shall maintain records showing the name and address of each subcontractor, the date of payment, and total dollar figure paid to each subcontractor.

Fresno COG will safeguard from disclosure to third parties information that may reasonably be regarded as confidential business information, consistent with federal, state, or local laws.

XI. Questions on the RFP

All questions on the RFP should be submitted in writing by June 1, 2004 to:

John Downs, Planning Division Manager
Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

XII. Proposal Submittal

A. Submission of Proposal/Period of Acceptance

One reproducible and 15 copies of all proposals must be delivered the Council of Fresno County Governments no later than October 19, 2007. Proposals will not be accepted after 5:00 P.M. PST. Postmarks will not be accepted. Facsimile or other electronically transmitted proposals will not be accepted. Proposals should be mailed or delivered to:

Fulton Streetcar RFP
c/o John Downs, Planning Division Manager
Council of Fresno County Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721

All proposals will remain firm for a period of ninety (90) days following the final date for submission. All proposals will become the sole property of the Council of Fresno County Governments and a part of its official records without obligation on the part of the Council of Fresno County Governments.

The RFP is not to be construed as a contract or commitment on the Part of Fresno COG. Fresno COG reserve the right to reject all proposals, to seek additional information from each proposing Consultant, or to issue another RFP if deemed appropriate.

B. Examination of RFP Document

The CONTRACTOR shall be solely responsible for examining, with appropriate care, the RFP, including any Addenda issued during the proposal period, and for informing itself with respect to any and all conditions which may in any way affect the amount or nature of the proposal, or the performance of the work in the event the CONTRACTOR

is selected. Failure of the CONTRACTOR to so examine and inform itself shall be at its sole risk and no relief for error or omission will be given.

C. Insurance Requirements

Without limiting Fresno COG's right to obtain indemnification from CONTRACTOR or any third parties, CONTRACTOR, at its sole expense, shall maintain in full force and effect the following insurance policies throughout the term of the contract:

1. Comprehensive general liability insurance with coverage of not less than $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. Comprehensive general liability insurance policies shall name the Fresno COG, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under the terms of the contract are concerned. Such coverage for additional insured shall apply as primary insurance or self-insurance and any other insurance, or self-insurance, maintained by Fresno COG, its officers, agents, and employees, shall be excess only and not contributing with insurance provided under the CONTRACTOR's policies herein;

2. Comprehensive automobile liability insurance with limits for bodily injury of not less than $25,000 per person, $250,000 per accident and for property damages of not less than $50,000, or such coverage with a combined single limit of $250,000;

3. Professional liability insurance of at least $1,000,000;

4. Workers compensation insurance as required by law.

   This insurance shall not be canceled or changed without a minimum of thirty (30) days advanced, written notice given to Fresno COG. CONTRACTOR shall provide certification of said insurance to Fresno COG within twenty-one (21) days of the date of the execution of the contract. Such certification shall show to Fresno COG's sole satisfactions that such insurance coverage's have been obtained and are in full force; that Fresno COG, its officers, agents, and employees will not be responsible for any premiums on the policies; that as and if required such insurance names Fresno COG, its officers, agents, and employees, individually and collectively, as additional insured (comprehensive general liability only), but only insofar as the operations under the contract are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self insurance, maintained by Fresno COG, its officers, agents, and employees, shall be excess and not contributing with insurance provided under CONTRACTOR's policies herein; and that this insurance shall not be canceled or changed without a minimum of thirty (30) days advance, written notice given to Fresno COG.

In the event CONTRACTOR fails to keep in effect at all times insurance coverage as herein provided, Fresno COG may, in addition to other remedies it may have, suspend or terminate the contract upon the occurrence of such event.

D. Disadvantaged Business Enterprise (DBE) Certification

If the prospective CONTRACTOR or subCONTRACTOR is DBE certified, proof that the company has been certified (Exhibit A of this RFP) shall be included in the proposal. Certification will be from an agency authorized to make such determinations; i.e. Small Business Administration, State of California, National economic Development Administration, City of Fresno, Fresno County, etc.. Although there is no specific goal for this contract, Fresno COG has an overall 15 percent DBE Goal.

E. Conflict of Interest

The prospective CONTRACTOR shall disclose any financial, business or other relationship with Fresno COG that may have an impact upon the outcome of the selection.

F. Preparation of Proposal

The proposal shall be formatted in accordance with the requirements specified in Section-VI and VII Proposal Guidelines and Recommended Detail of this RFP. Proposal forms shall be executed by an authorized signatory as described immediately following in Section XI-G-signing of Proposal/Authorization to Negotiate. All proposals shall be prepared by and at the expense of the CONTRACTOR.

G. Signing of Proposal/Authorization to Negotiate

The proposal shall be signed by an official authorized to bind the CONTRACTOR and shall contain a statement to the effect that the proposal is a firm offer for a 90-day period. The proposal shall also provide the following: name, title, mailing address, email address and telephone number of individuals with authority to negotiate and contractually bind the company.

H. Modification or Withdrawal of Proposals

Any proposal received before the date and time specified above for receipt of proposals may be withdrawn or modified by written request of the CONTRACTOR. To be considered, however, the modified proposal must be received by the date and time specified previously. All verbal modifications to these conditions or provisions are void and ineffective for proposal evaluation purposes. Only written changes issued by CONTRACTOR to Fresno COG are authorized and binding.

I. Rejection of Proposals

Failure to meet the requirements for this Request for Proposals will be cause for rejection of the proposal. The Fresno COG may reject any proposal if it is conditional, incomplete or contains irregularities or inordinately high cost rates. The Fresno COG may wave an immaterial deviation in a proposal. Waiver of an immaterial deviation shall in no way modify the Request for Proposals documents or excuse the CONTRACTOR from full compliance with the contract requirements if the CONTRACTOR is awarded the contract.

J. Contract Award

The actual award of the contract by the Fresno COG Policy Board (tentatively set for the August 30, 2004 meeting). Proposal opening does not constitute the awarding of a contract. The contract is not in force until it is awarded by the Fresno COG and executed by the Fresno COG designees.

K. Attachments

Attachments to be included at the end of the proposal are as follows (as attached herein):

Attachment A--DBE Participation
Attachment B--Title VI Assurance

XIII. Fresno COG Rights

The Fresno COG may investigate the qualifications of any proposer under consideration, require confirmation of information furnished by a proposer, and require additional evidence of qualifications to perform the work described in this RFP. The Fresno COG reserves the right to:

1. Reject any or all of the proposals if it deems such action is in the public interest.
2. Issue subsequent Requests for Proposals.
3. Cancel the entire Request for Proposal.
4. Remedy technical errors in the Request for Proposals.
5. Appoint an evaluation committee to review the proposals.
6. Seek the assistance of outside technical experts in proposal evaluation.
7. Approve or disapprove the use of particular sub CONTRACTORs.
8. Establish a "short list" of Proposers eligible for interviews after review of written proposals.
9. Negotiate with some, all, or none of the respondents to the RFP.

10. Solicit best and final offers from all or some of the proposers.
11. Award a contract to one or more proposers.
12. Accept other than the lowest price offer.
13. Waive informalities and irregularities in proposals and the bid process.

The RFP does not commit the Fresno COG to enter into a contract, nor does it obligate the Fresno COG to pay for any costs incurred in preparation and submission of proposals or in anticipation of a contract. All proposals will be subject to public disclosure as required by the California Public Records Act.

The Fresno COG reserves the right to investigate the qualifications of all firms under consideration to confirm any part of the information furnished by a proposer, or to require other evidence of managerial, financial or other capabilities that are considered necessary for the successful performance of the contract.

XIV. Proposer Objections to RFP Scope of Work or to Proposer Selection

A proposer may object to any of the terms or provisions set forth in the RFP's scope of work or the selection of a particular proposer on the grounds that Fresno COG procedures, the provisions of this RFP or applicable provisions of federal, state or local law have been violated or inaccurately or in appropriately applied, by submitting to Fresno COG a written explanation of the basis for the objection. Deadlines for Submittal of objections are:

- No later than two weeks prior to the date proposals are due, for objections to RFP provisions; or
- Within three working days after the date on which contract award is authorized or the date the proposer is notified that it was not selected, whichever is later, for objections to proposer selection.

If proposer does not state any objections, Fresno COG will assume that the RFP scope of services is acceptable to proposer and have been fully factored into its response. If proposer intends to negotiate with Fresno COG concerning any part of the Scope of Work that the proposer finds objectionable, proposer must provide specific language in its response that will address or cure its objections.

Exhibit A

DBE Participation

*All contractors and subcontractors bidding on the project must submit the following information regardless of DBE Status.

Contact Person_____

Company Name_____

Address_____

Fresno COG, State, Zip_____

Phone Number _____Fax Number_____

Email_____

Was your firms Annual Gross Receipts for the last year?

___ Less than $1 million ___Less than $5 million ___ Less than $10 million

___ Less than $15 million ___ More than $15 million

Age of Firm_____

Does your firm have a current DBE Certification pursuant to 49CFR Part 26

Yes_____ NO _____

Amount of Contract Participation $_____
DBE/WBE Participation

The following stated dollar(s) amount(s) will be compensation paid to DBE/WBE firms certifiable under the provisions of the Code of Federal Regulations, Title 49, Part 23 as amended.

$ _____ DBE Participation:

_____Company

$ _____DBE Participation:

_____Company

The undersigned hereby certifies that the forgoing statements and information are true and correct.

Date:_____

Name of Proposer:_____

By:_____

Title: _____

Exhibit B

Title VI Assurance

The Council of Fresno County Governments, in accordance with Title VI of the Civil Rights Act of 1964, 78 stat. 252, 42 U.S.C. 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

POLICY ADVISORY COMMITTEE

ACTION / DISCUSSION ITEMS

AGENDA ITEM III. N

Council of Fresno County Governments

2035 Tulare Street, Suite 201
Fresno, California 93721

Telephone: (559) 233-4148 • Fax: (559) 233-9645
Website Address: www.fresnocog.org

August 29, 2007

Senator Alan Lowenthal
27th District
State Capitol, Room 2032
Sacramento, CA 95814

Attention: Joshua Tooker, Legislative Director
Jennifer Gress, Art Bauer, Consultants, Transportation & Housing Committee

Dear Senator Lowenthal:

On behalf of the Fresno COG I want to thank you, Mr. Tooker, Ms. Gress, and Mr. Bauer for the meetings we had Monday with regards to Senate Bill 9 and Senate Bill 974. While listening to our comments on these particular bills your representatives were very gracious to our Fresno COG representatives and other Valley representatives present (California Partnership for the San Joaquin Valley Member Peter Weber and Seyed Sadredin and Tom Jordan of the San Joaquin Valley Air Pollution Control District).

In this follow-up letter, we would like to reiterate our comments on Senate Bill 9 dealing with the Trade Corridors Improvement Fund. These comments also have the support of the other seven Valley COGs, all of whom wish to see their agencies included as stakeholders, and the corridor description to be changed from its current version.

The State's Goods Movement Action Plan identifies four Trade Corridors, and we believe SB 9, as it refines the corridor descriptions, should ensure the language identifies the corridors accurately and consistent with the State Plan, including all stakeholders. We recognize the effort to ensure that the funds are targeted to major and meaningful investments, and we concur. However we are concerned about the current August 20 version and the precedent it would set by not recognizing the full corridor and the major stakeholders. We would like to see the language changed as follows:

8879.23
(f)
(2) The corridor commencing at the Port of Oakland and extending ~~to~~ ***through*** the San Joaquin Valley, and including the Tehachapi Pass.

8879.44
(a)
(2) Corridor commencing at the Port of Oakland and extending ~~to~~ ***through*** the San Joaquin Valley, ***and including the Tehachapi Pass.***
(G) San Joaquin Council of Governments
(H) San Joaquin Valley Air Pollution Control District
(I) Stanislaus Council of Governments
[add]
(J) Merced County Association of Governments
(K) Madera County Transportation Commission

(L) Council of Fresno County Governments
(M) Tulare County Association of Governments
(N) Kings County Association of Governments
(O) Kern Council of Governments

Legislation is often used as the defining point for future legislative and other policy efforts, and to define the San Joaquin Valley's contribution to Goods Movement as coming "to" the Valley rather than "through" the Valley may set precedent that glosses over the current 11.6 million heavy-duty diesel truck miles per day that now occur in the Valley, and the impacts that follow that high level of goods movement. In addition the other six Regional Transportation Agencies within the Valley should be named as stakeholders since any improvements either within or at the southern and northern ends of the Valley affect us all.

We respectfully request these changes be made to SB 9, or any other legislation which may emerge with respect to the Trade Corridors Improvement Fund.

I should also mention we shared with staff an excerpt from our Valley's Draft Regional Goods Movement Action Plan, 2007, that lists factors that the State should consider when programming the Proposition 1B Trade Corridor and Air Quality Mitigation Funding. We hope to take joint (i.e. eight COGs) action on a final version in October.

Factors the State Should Take Into Consideration when Programming Proposition 1B Trade Corridor and Air Quality Mitigation Funding

- The air quality status of a region
- The percentage and projected growth in truck traffic
- The expanded opportunities for economic development
- The health of communities within close proximity of trade corridors
- Measurements of improved access
- Bonus points for "Made in California" Exports

Thank you very much for considering our comments and for the meetings where we were able to present them.

Sincerely,

Barbara Goodwin, Executive Director
Council of Fresno County Governments

cc: Valley Legislators
Fresno COG Policy Board
Valley COGS
California Consulting

BILL NUMBER: SB 9 AMENDED
BILL TEXT

AMENDED IN ASSEMBLY AUGUST 20, 2007
AMENDED IN ASSEMBLY JULY 19, 2007
AMENDED IN ASSEMBLY JULY 16, 2007
AMENDED IN SENATE JUNE 4, 2007
AMENDED IN SENATE APRIL 10, 2007

INTRODUCED BY Senator Lowenthal

DECEMBER 4, 2006

An act to add Chapter 12.491 (commencing with Section 8879.40) to Division 1 of Title 2 of the Government Code, relating to transportation.

LEGISLATIVE COUNSEL'S DIGEST

SB 9, as amended, Lowenthal. Trade corridor improvement: transportation project selection.

Existing law, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, authorizes the issuance of $19.925 billion of state general obligation bonds for specified purposes, including high-priority transportation corridor improvements.

The act requires $2 billion of those bond funds to be transferred to the Trade Corridors Improvement Fund, which is established under the act. The money in the fund is required to be available, upon appropriation in the annual Budget Act by the Legislature, and subject to such conditions and criteria as the Legislature may provide by statute, for allocation by the California Transportation Commission for infrastructure improvements along federally designated "Trade Corridors of National Significance" in this state or along other corridors within this state that have a high volume of freight movement, as determined by the commission.

This bill would establish a process administered by the California Transportation Commission for allocation of these funds. The bill would designate 4 trade corridors eligible to receive funding. The bill would establish criteria for project selection based on improvement of mobility of freight and improvement of air quality, as specified, and would require a proposed project to be included in a corridor plan developed by affected agencies specified in the bill. *The bill would also provide for $50,000,000 to be allocated to projects located o utside of those trade corridors that meet the selection criteria.* The bill would require projects to be ready for construction by June 30, 2013. The bill would require the commission to adopt guidelines for the allocation of these funds by April 1, 2008, would require an annual report to the Legislature and Governor beginning on January 1, 2009, and would enact other related provisions.

Vote: majority. Appropriation: no. Fiscal committee: yes. State-mandated local program: no.

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. The Legislature finds and declares all of the following:

(a) The state has experienced tremendous growth in international trade, which is expected to continue in the foreseeable future. *Between 2000 and 2004, the number of 20-foot equivalents increased by 40 percent at the Ports of Long Beach and Los Angeles, and that number is expected to double and perhaps triple by 2020. At the Port of Oakland, the volume of freight doubled between 1990 and 2004, and is expected to double again by 2020.*

(b) Goods movement contributes substantially to the economic prosperity of the state. *The economic benefits of trade are threatened by congestion, constrained capacity, and environmental and community impacts that have degraded the health and quality of life of Californians.*

~~(c) The economic benefits of trade are threatened by congestion, constrained capacity, and environmental and community impacts that have degraded the health and quality of life of Californians.~~

~~(d)~~

(c) The growth in international trade has created a public health crisis in communities located near ports and along trade corridors. *Goods movement activity is responsible for approximately 30 percent of emissions of oxides of nitrogen and 75 percent of emissions of diesel particulate matter statewide. The pollution produced by goods movement is associated with premature death, cancer risk, respiratory illness, and heart disease. On an annual basis, this pollution contributes to approximately 2,400 premature deaths, 360,000 days of lost work, and 1,100,000 school absence days, among many other health outcomes.*

~~(e)~~

(d) It is the intent of the Legislature that projects selected pursuant to this act contribute to a transportation system that supports the movement of freight in a manner that reduces the environmental, public health, and community impacts of trade activity.

~~(f)~~

(e) The transportation and environmental challenges posed by the movement of goods vary in each of the four trade corridors in the state. It is the intent of the Legislature to allocate funds in a manner that is sensitive to the unique transportation and air quality needs of each corridor.

~~(g)~~

(f) It is the intent of the Legislature to foster regional collaboration to address the mobility and environmental challenges in each of the four trade corridors identified by this act.

SEC. 2. Chapter 12.491 (commencing with Section 8879.40) is added to Division 1 of Title 2 of the Government Code, to read:

CHAPTER 12.491. TRADE CORRIDOR IMPROVEMENTS

8879.40. As used in this chapter, the following terms have the following meanings:

(a) "Commission" means the California Transportation Commission.

(b) "Corridor plan" means the plan prepared by each corridor planning agency pursuant to Section 8879.44 that is required to be submitted to the commission.

(c) "Eligible projects" are those projects enumerated in subparagraph (A) of paragraph (1) of subdivision (c) of Section 8879.23, subject to the conditions of this chapter.

(d) "Fund" means the Trade Corridors Improvement Fund, created pursuant to subparagraph (A) of paragraph (1) of subdivision (c) of Section 8879.23.

(e) "Recipient" means ~~an~~ *any public* entity to which the commission allocates funds from the fund for an eligible project.

(f) "Trade corridors" refers to the following four corridors:

(1) The corridor commencing at the Port of Oakland and extending through Donner Pass to the California-Nevada state line.

(2) The corridor commencing at the Port of Oakland and extending to the San Joaquin Valley, and including the Tehachapi Pass.

(3) The corridor commencing at the Ports of Los Angeles and Long Beach and extending through Los Angeles, Orange, San Bernardino , and Riverside Counties to the California-Nevada state line.

(4) The corridor commencing at the Port of San Diego and the land ports of entry at the California-Mexico border and extending to the Orange County and Riverside County lines.

8879.43. (a) The commission shall select eligible projects ~~that improve the mobility of freight and reduce exposure to emissions of diesel particulate matter and oxides of nitrogen.~~ *in a manner that achieves the following objectives:*

(1) Improves the mobility of international, containerized freight through the state's seaports and land ports of entry and along the state's primary trade corridors.

(2) Reduces the public health risk due to emissions associated with goods movement.

(3) Ensures that the distribution of mobility and air quality benefits achieved with funds allocated pursuant to this chapter reflects the impacts of goods movement in each of the primary trade corridors.

(4) Ensures that funds invested in infrastructure improvements pursuant to this chapter yield mobility and emissions benefits that are long term in nature.

(b) The commission shall collaborate with the State Air Resources Board to develop a methodology for assessing the air quality impacts of eligible projects ~~for which funding is applied under this chapter~~ .

(c) The commission shall allocate moneys from the fund to eligible projects that have identified and committed supplemental funding from local, state, federal, and private sources, including fees charged for the movement of containerized cargo. Except for border access improvements with committed federal funding and grade separation projects, projects funded with moneys from the fund shall have supplemental funding that is at least equal to the contribution from the fund.

(d) To be eligible for funding, a project shall meet all of the following conditions:

(1) ~~- Facilities~~ *A project* subject to inclusion in a regional transportation plan ~~are~~ *is* included in a conforming regional transportation plan at the time an application for funding is made to the commission.

(2) The project is included in a corridor plan developed in accordance with Section 8879.44.

(3) The project, with funds from the fund, will be fully funded and ready for construction by June 30, 2013.

(e) The commission shall use the following criteria for selecting eligible projects ~~within each trade corridor~~ :

(1) The extent to which a proposed project reduces emissions of

diesel particulate matter, oxides of nitrogen, sulfur oxides, reactive organic gases, and carbon dioxide.

(2) The extent to which a proposed project achieves or makes progress towards the achievement of performance objectives established in the corridor plan in which the proposed project has been incorporated.

(3) The durability of mobility and emission reduction benefits.

(4) The cost-effectiveness of mobility and emission reduction benefits relative to moneys received from the fund.

(5) The extent to which the proposed project utilizes new or emerging technology to support the movement of freight in a manner that is less polluting than conventional modes.

(6) The extent to which the proposed project reduces the impacts of goods movement on passenger traffic in local communities.

(f) When evaluating eligible projects for funding, the commission shall compare the relative merits of each project with other projects situated in the same trade corridor.

(g) The commission shall prioritize eligible projects that simultaneously demonstrate mobility and emission reduction benefits.

(h) Prior to selecting projects, the commission shall make available to the public a list of all projects, along with the commission's assessment of each project, that the commission is considering for funding.

~~(h)~~

(i) The following additional conditions shall apply to capacity-expanding rail infrastructure projects.

(1) The commission shall ensure that rail projects provide additional public benefits in excess of the requirement for supplemental funding. In doing so, the commission shall place conditions on funding for rail infrastructure projects that may include, but are not limited to, the following requirements:

(A) All diesel-powered switcher and helper locomotives using the facility shall ~~be 90 percent controlled beyond~~ *meet* Tier 2 standards for emissions of diesel particulate matter and oxides of nitrogen by 2011, and use 15-minute idle restrictors and ultralow sulfur diesel fuels.

(B) The fleet average of all long-haul locomotives using the facility shall ~~be 90 percent controlled beyond~~ *meet* Tier 2 standards for emissions of diesel particulate matter and oxides of nitrogen beginning in 2012 and fully implemented by 2014, and use 15-minute idle restrictors and ultralow sulfur fuels.

(C) Provide funding for or otherwise construct, as determined by the commission, grade separation projects at locations within the same trade corridor as the rail infrastructure project ~~, as determined by the commission~~ .

(D) Allow for increased use of ~~or control over the railroad~~ *the rail line, or a portion thereof,* by passenger rail service.

(2) The commission shall establish these conditions in coordination with the appropriate agencies located in the same trade corridor as the rail infrastructure project.

(3) The commission may increase the required level of supplemental funding for rail infrastructure projects.

~~(i) Fifty~~

(j) Notwithstanding paragraph (2) of subdivision (d) and Section 8879.44, fifty million dollars ($50,000,000) shall be available for projects ~~in any part of the state~~ *located in areas outside of those primary*

trade corridors described in subdivision (f) of Section 8879.40 that meet the conditions and criteria of this chapter, as determined by the commission.

~~(j)~~

(k) Funds allocated pursuant to this chapter may only be used for the costs of construction.

8879.44. (a) To be eligible for funding pursuant to this chapter, an eligible project must be included in a corridor plan developed by affected agencies that articulates infrastructure improvements for the corridor. Agencies involved in the development of plans in each corridor shall include, but not be limited to, the following:

(1) Corridor commencing at the Port of Oakland and extending through Donner Pass to the California-Nevada state line:

~~(A) Bay Area Air Quality Management District.~~
~~(B) Department of Transportation.~~
~~(C) Metropolitan Transportation Commission.~~
~~(D) Port of Oakland.~~
~~(E) Port of Sacramento.~~
~~(F) Sacramento Area Council of Governments.~~

(A) Alameda County Congestion Management Agency.
(B) Bay Area Air Quality Management District.
(C) Department of Transportation.
(D) Metropolitan Transportation Commission.
(E) Port of Oakland.
(F) Port of Sacramento.
(G) Sacramento Area Council of Governments.
(H) Sacramento Metropolitan Air Quality Management District.

(2) Corridor commencing at the Port of Oakland and extending to the San Joaquin Valley:

~~(A) Bay Area Air Quality Management District.~~
~~(B) Department of Transportation.~~
~~(C) Metropolitan Transportation Commission.~~
~~(D) Port of Stockton.~~
~~(E) San Joaquin Council of Governments.~~
~~(F) San Joaquin Valley Air Pollution Control District.~~

(A) Alameda County Congestion Management Agency.
(B) Bay Area Air Quality Management District.
(C) Department of Transportation.
(D) Metropolitan Transportation Commission.
(E) Port of Oakland.
(F) Port of Stockton.
(G) San Joaquin Council of Governments.
(H) San Joaquin Valley Air Pollution Control District.
(I) Stanislaus Council of Governments.

(3) Corridor commencing at the Ports of Los Angeles and Long Beach and extending through the Counties of Los Angeles, Orange, San Bernardino, and Riverside:

(A) Alameda Corridor Transportation Authority.
(B) Alameda Corridor East Construction Authority.
(C) Department of Transportation.
(D) Los Angeles County Metropolitan Transportation Authority.
(E) Orange County Transportation Authority.
~~(F) Port of Long Beach.~~
~~(G) Port of Los Angeles.~~
~~(H) Riverside County Transportation Commission.~~

~~(I) San Bernardino Association of Governments.~~
~~(J) South Coast Air Quality Management District.~~

(F) Port of Hueneme.
(G) Port of Long Beach.
(H) Port of Los Angeles.
(I) Riverside County Transportation Commission.
(J) San Bernardino Association of Governments.
(K) South Coast Air Quality Management District.
(L) Southern California Association of Governments.
(M) Southern California Regional Rail Authority.
(N) Ventura County Transportation Commission.
(4) Corridor commencing at the Port of San Diego and land ports of entry and extending to the Orange County and Riverside County lines:

(A) Department of Transportation.
(B) Imperial Valley Association of Governments.
(C) Port of San Diego.
(D) San Diego Association of Governments.
(E) San Diego County Air Pollution Control District.
(b) The commission may, at its discretion, require that specific agencies or organizations be included in the planning group developing the corridor plan.
(c) Corridor plans shall include, but not be limited to, the following elements:
(1) A description of the flow of trade through the corridor, including the modes used and the specific railroads and highways considered to be part of the corridor.
(2) The ~~enumeration~~ *identification* of not more than four specific objectives for enhancing system performance *of the corridor* . Enhancing system performance means improving the mobility of goods through the corridor and reducing the community and environmental impacts of goods movement. The performance standards established therein shall be, or include, quantifiable measures and take into consideration current demand for the system and projected trade and population growth.
(3) A discussion of the constraints or problems that prevent the achievement of these objectives or standards, ~~disrupting~~ *disrupt* the flow of trade ~~and impacting~~ *, and impact* communities along the corridor.
(4) A description of the infrastructure projects needed to achieve the performance standards established by the plan, including a discussion of the specific objective or objectives the project is intended to achieve.
(d) Prior to the selection of projects by the commission, corridor plans shall be made available for public review and comment at a duly noticed public meeting in the region applicable to the corridor plan.
8879.45. (a) Agencies applying for funds under this chapter shall submit with their proposals for funding a plan to mitigate the emissions associated with the construction and operation of the project. Mitigation plans may include, but not be limited to, the replacement or retrofit of heavy-duty diesel trucks or construction equipment, the replacement or retrofit of locomotives, or the use of ultralow sulfur fuel in locomotives.
(b) Recipients shall prepare and submit, on an annual basis and in a manner determined by the commission, a report that describes the status of projects, including the achievement of project milestones and performance objectives on which the allocation for funding was made. Recipients shall also provide to the commission estimates of ~~omission~~ *emissions* reductions made in conjunction with updates to the regional transportation plan in which

the project has been included.

8879.46. (a) On or before April 1, 2008, the commission, in a duly noticed public meeting, shall adopt guidelines and funding criteria for the allocation of funds consistent with the requirements of this chapter.

(b) At least 60 days prior to adoption, the commission shall make the proposed guidelines available for public review and comment at noticed public meetings in each of the primary trade regions in the state, on its Web site, and through all other reasonably available means.

(c) Guidelines adopted pursuant to this section shall include, but not be limited to, all of the following:

(1) The process the commission will use to select eligible projects for funding pursuant to this chapter.

(2) Project monitoring and accountability requirements to ensure that the expenditure of funds by recipients meets quantifiable mobility and emission reduction objectives in a timely manner.

(3) Requirements for agreements executed by the commission with recipients related to the identification of project implementation milestones ~~and project completion that ensure~~ *ensuring* that if a recipient fails to accomplish project milestones within a specified time period, the commission may modify or terminate the agreement and seek other remedies as it deems necessary.

(4) Standards for the development and submission of corridor plans.

(5) Annual reporting requirements regarding the status of eligible projects, including, but not limited to, the achievement of project milestones and performance outcomes.

8879.47. On or before January 1, 2009, and annually thereafter, the commission shall prepare and submit to the appropriate policy and fiscal committees of the Legislature and to the Governor, a report that summarizes its activities related to the administration of the program. The report shall include, at a minimum, a description of the projects funded by the program, the amount of funds allocated to each eligible project, and the status of each project including the extent to which the project is achieving the performance standards for which it received funding.

San Joaquin Valley Regional Planning Agencies

555 Weber Avenue, Stockton, California 95202 – (209) 468-3913 - FAX (209) 468-1084

Kern Council of Governments

Merced County Association of Governments

Kings County Association of Governments

Stanislaus Council Of Governments

Council of Fresno County Governments

Madera County Transportation Commission

San Joaquin Council of Governments

Tulare County Association of Governments

July 13, 2007

The Honorable Ellen Corbett
Senator, District 10
State Capitol, Room 3092
Sacramento, CA 95814

The Honorable Don Perata
Senator, District 9
State Capitol, Room 205
Sacramento, CA 95814

The Honorable Lloyd Levine
Assembly Member, District 40
P.O. Box 942849
Sacramento, CA 94249-0040

The Honorable Fabien Núñez
Assembly Speaker, District 46
P.O. Box 942849
Sacramento, CA 94249-0046

RE: Support specific points for State/Local Partnership Funds

Dear Senators Corbett and Perata, Assembly Member Levine, and Speaker Núñez,

On behalf of the Policy Council for San Joaquin Valley Councils of Government, which is comprised of elected representatives from the eight SJV counties, I am writing to support particular points concerning state/local partnership funding guidelines. We have agreed to support the following:

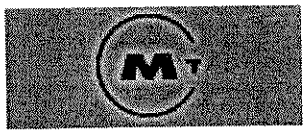
- Toll road and bridge toll fees may not qualify as matching funds.
- Funds may not be used for road rehabilitation or maintenance.
- Size of projects to receive State-Local Partnership funding should have a total cost of no less than $15 million.
- Decisions on funding should be delayed until 2009-10.

While we have not taken a formal stance on any particular bill, we do agree to support the listed points.

Sincerely,

Michael Rubio, Chair

cc. The Hon. Alan Lowenthal, Chair, Senate Comm. on Transportation & Housing
The Hon. Tom McClintock, Vice Chair, Senate Comm. on Transportation & Housing
The Hon. Pedro Nava, Chair, Assembly Committee on Transportation
The Hon. Michael D. Duvall, Vice Chair, Assembly Committee on Transportation
The Hon. Jeff Denham, Senate District 12
The Hon. Dave Cogdill, Senate District 14
The Hon. Dean Florez, Senate District 16
The Hon. Roy Ashburn, Senate District 18
The Hon. Cathleen Galgiani, Assembly District 17
The Hon. Tom Berryhill, Assembly District 25
The Hon. Greg Aghazarian, Assembly District 26
The Hon. Nicole Parra, Assembly District 30
The Hon. Juan Arambula, Assembly District 31
The Hon. Jean Fuller, Assembly District 32
The Hon. Bill Maze, Assembly District 34



Sample

Legislative Update

MTC's 2007 Legislative Program

STATE		
Subject	**Objective**	**Comments**
1. Infrastructure-Bond Implementation	**A.** Maximize region's share of funding from the Trade Corridors and Air Quality funds (Proposition 1B)	MTC will closely monitor development of the statutory guidelines for the Trade Corridors program to ensure compatibility with the Bay Area's regional goods movement needs and priorities. Consistent with the statute's primary focus, we will advocate that the program target developing infrastructure improvements related to international trade, including Northern California international, national, and interregional gateway improvements. In addition, MTC will advocate for geographic balance to be a consideration in the statutory guidelines for the $1 billion fund for air quality improvements related to goods movement.
	B. Ensure a risk-based approach to the Transit Security Program (Proposition 1B)	MTC will promote a policy that distributes funds on the basis of risk, threat and consequence, as well as providing a minimum level of funding to all operators to meet federal transit security requirements. Recognizing that no transit system can be 100 percent secure, MTC will advocate that funds should be eligible for emergency response needs as well as preventive efforts to make the Bay region more prepared.
	C. Make toll funds eligible for State-Local Partnership Program and develop a formula-based program	MTC will advocate for a program that rewards local agencies for imposing taxes and fees for transportation. In addition to voter-approved sales tax revenue, eligible local match fund sources should include developer fees and voter-approved toll increases and property taxes. Legislation should require that funds be administered on a formula basis — based on prior-year revenue generations — that provides eligible recipients with a predictable level of funding over the program's five-year timeframe.
	D. Enable more public-private partnerships	MTC will support efforts to allow the state to broaden its use of design-build contracting through an expanded pilot program and to remove other barriers to the expansion of public-private partnerships for the construction of roadways, high-occupancy vehicle and high-occupancy toll lanes, transit improvements and other programs and projects as appropriate.

	E. Expedite bond funding	MTC will work to ensure that the Legislature expedites the flow of bond revenues to projects, particularly in the case of the $2 billion designated for local streets and roads, where repairs made today will result in substantial long-term savings.
	F. Reward regional smart growth efforts	Proposition 1C (the housing bond) contains $850 million for a "Regional Planning, Housing and Infill Incentive Account" while Proposition 84 (the park bond) includes $90 million for planning grants and revolving loan funds for local and regional agencies to reduce automobile use, among other goals. In coordination with the Joint Policy Committee (JPC), MTC will work to ensure that legislation adopted to guide the distribution of these funds complements and rewards the region's ongoing smart growth efforts, such as our Transportation for Livable Communities and Housing Incentive Program, our Transit Oriented Development Policy, and the Focusing Our Vision effort spearheaded by the Association of Bay Area Governments (ABAG).
2. Regional Funding	Develop new fund source for local streets and roads	MTC will seek an author for "Pennies for Potholes" legislation that would authorize the Commission to ask Bay Area voters to impose — with a simple majority approval — up to a 10-cent/gallon local road user fee that would be levied on the purchase of gasoline. As a fee proposal, instead of a tax, eligible expenditures would be required to meet a strict connection to the source of the fee and he benefit conveyed to the fee payer. We propose "Pennies for Potholes" be limited to the maintenance and rehabilitation of local streets and roads, including both pavement and non-pavement needs because it meets the strict test and because a large shortfall remains in pavement repairs even after the recently passed transportation measures.
3. State Transit Assistance Funding	**A.** Broaden State Transit Assistance (STA) eligibility for Lifeline purposes	The Transportation 2030 Plan includes a commitment to provide $216 million for a Lifeline Transportation Program that is difficult to implement using our existing fund sources. For example, many ideas emerging from our Community Based Transportation Plans are not eligible for State Transit Assistance (STA) funding, the primary fund source for the Lifeline Program. MTC will pursue legislation to broaden the eligibility of STA funds for Lifeline purposes.
	B. Improve STA funding predictability	MTC will support legislation to simplify the administration of STA with respect to the timing of the State Controller's official revenue estimate that is used to calculate each operator's annual share. This will improve efficiency as well as increase funding predictability for transit operators statewide.
4. Transit Coordination	Improve coordination	Four commuter rail operators (ACE, BART, Caltrain, and Capitol Corridor) serving ten counties with overlapping jurisdictions now

and Efficiency	among the Bay Area's commuter rail agencies	exist. To address the multitude of challenges related to coordinating these services and potential future services, MTC, in conjunction with Caltrain, BART and the California High Speed Rail Authority, is undertaking a Regional Rail Study that must be adopted and submitted to the Legislature by October 2007. As the governance-related elements of the draft plan are released next spring, MTC will propose legislation to implement the study's findings related to coordination and improved governance for consideration by the Legislature in 2008.
5. Access to Health Care Via Transit	Explore merits of regional brokers for non-emergency medical transportation under Medi-Cal	Pursuant to the current federal surface transportation act — Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA) — the federal government is requiring agencies such as MTC to adopt a plan for better coordination between transportation agencies and human services agencies. This Coordinated Public Transit-Human Services Transportation Plan must be the basis for the expenditure of certain federal funds beginning in FY 2008. Consistent with this effort to promote greater coordination between transportation agencies and social services, MTC will explore the benefits of developing a pilot program to test the benefits of regional brokerages for the non-emergency medical transportation category of the federal Medicaid program (known as Medi-Cal in California). A number of other states use regional brokers that refer Medicaid clients to fixed-route transit (at a 50 percent match from the federal government), including Colorado, Connecticut, Florida, Michigan, New York, Oregon, Pennsylvania, Rhode Island, Washington and Utah.
6. FasTrak® Enforcement	Modify state law to facilitate better enforcement of FasTrak® violations	In coordination with the Transportation Corridors Agency in Southern California, MTC will support legislation to facilitate better enforcement of FasTrak® violators. This will include the following: 1) requirement that out-of-state vehicles comply with California law with regard to tolls (under current law, toll enforcement is restricted to vehicles registered in the state), and 2) changes to the definition of a "repeat offender" from a motorist who has been "issued" more than five notices to one for whom more than five violations have been observed.
7. Security and Emergency Preparedness	Consolidate the State Office of Emergency Preparedness with the State Office of Homeland Security	The current structure for responding to earthquakes and other natural emergencies is vested with the State Office of Emergency Services, while the State Office of Homeland Security is responsible for preventing and responding to a terrorist attack. Consistent with the nine legislative principles that MTC, ABAG and other local agencies adopted last year, we will support efforts to consolidate the State Office of Emergency Preparedness and the State Office of Homeland Security so that responsibility for preparation for, coordinated response to and recovery from all

		hazards is vested in a single entity in the executive branch.

FEDERAL		
Subject	**Objective**	**Comments**
SAFETEA	Work to influence clean-up legislation and rule-making to maximize funding and flexibility for metropolitan areas	In August 2005, President Bush signed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (better known as SAFETEA). MTC will monitor and influence clean-up legislation as needed and comment on federal rulemaking as the new bill is implemented by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).
FY 2007-08 U.S. DOT Appropriations	Maximize the flow of New and Small Starts Funds	MTC will continue its advocacy efforts to implement the Regional Transit Expansion Plan, Resolution 3434, by advocating for federal New Starts funds for San Francisco Muni's Third Street Light Rail/Central Subway project, the region's top priority for New Starts funding in FY 2007-08 while the Santa Clara Valley Transportation Authority has temporarily withdrawn from the New Starts process. In 2006, Congress shifted funding authorized for the new Small Starts program in FY 2007 to theNew Starts program on the grounds that FTA had not yet finalized the program's guidelines. With an interim guidance expected to be finalized in early 2008, MTC will work with our transit partners, and in particular, with AC Transit to provide funding for their Rapid Bus project (theregion's top Small Starts candidate), to ensure that Congressional appropriators honor the legislative intent of SAFETEA and fully fund the Small Starts program in FY 2007-08 at the authorized level of $200 million.
Transit Security and Emergency Response	Seek a multi-year transit security authorization bill	MTC will continue to support efforts to secure a multi-year transit security authorization bill — for both operating and capital security needs. MTC will promote a policy that distributes funds on the basis of risk, threat and consequence, as well as providing a minimum level of funding to all operators to meet new federal transit security requirements.
Port Security	Maximize federal funding for Bay Area port security	In 2006, the DHS provided the Port of Oakland with none of the $168 million distributed for port security improvements nationwide. Since 2002, the Port of Oakland has received only $11 million from DHS for security improvements — less than 7 percent of the $169 million requested. The risk factors assigned to each port for determining how funds are distributed are classified, leaving no ability for those outside of DHS to analyze

		it. Next year, MTC will support efforts to meet all Bay Area ports' security needs by ensuring that port security grants are truly distributed on the basis of risk, threat and consequence.

Metropolitan Transportation Commission • 101 Eighth Street, Oakland, California 94607
Phone: 510.817.5700, Fax: 510.817.5848

This page was last modified Tuesday January 16, 2007

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Sample

KERN COUNCIL OF GOVERNMENTS
2007-08 LEGISLATIVE PLATFORM

GENERAL PRINCIPLES

1 Protect and enhance government decisionmaking at a level closest to the people whenever it is likely to produce the most effective and efficient results.

2. Reduce or eliminate costly and duplicate administrative and regulatory requirements.

3. Protect and enhance current funding levels for transportation programs.

4. Protect and enhance flexibility in the use of transportation revenues.

REGIONAL PLANNING

Housing

5. In coordination with local agencies, participate in activities related to legislative and administrative reforms of the state housing element law, including reform of the regional housing allocation provisions.

Alternative Growth Strategies

6. Support federal and state initiatives that provide funding for local agencies to implement alternative growth and affordable housing initiatives.

7. Support federal and state policies and incentives that discourage sprawl, and encourage compact growth, mixed use development, better transit connections and walkable communities.

TRANSPORTATION

Funding – Federal

8. Monitor Congressional actions related to guaranteed funding levels established in SAFETEA-LU and support increased annual appropriation levels up to the maximum amounts authorized in SAFETEA-LU. Support increased funding above SAFETEA-LU from new or increased federal sources. Support legislation providing flexibility and control at the regional level and legislation that steamlines the project delivery process.

9. Support specialized funding for goods movement projects of national and interregional significance that are beyond the funding ability or responsibility of local and state transportation programs and budgets.

10. Support legislation to provide funding for innovative, intelligent/advanced transportation, good movement and air quality programs which relieve congestion, improve air quality and enhance economic development.

11. Support legislation for any economic stimulus or jobs creation package that includes funding for transportation needs to support those programs.

Funding – State

12. Support increased funding by the state for transportation purposes.

Funding – Local

13. Support legislation that would authorize local sales taxes or other new revenue sources for transportation projects and purposes to be approved by a majority vote.

14. Oppose revisions to state transportation programming and funding reform legislation not consistent with SB 45 (1988).

Planning and Operations

15. Support legislation and/or administrative reforms that result in cost savings to the environmental clearance process for transportation construction projects.

16. Support streamlining of federal reporting/monitoring requirements to ensure efficiency and usefulness of data collection and to eliminate unnecessary and/or duplicative requirements.

17. Support the development of a statewide call box network that is coordinated with existing Service Authority for Freeway Emergency (SAFE) call box programs.

Public Transportation

18. Support local and regional government's increased participation in the design and operation of a high-speed rail system through the Kern Region.

19. Monitor efforts related to high-speed rail legislation, including potential funding proposals, so that the region can evaluate consistency of the project with regional transportation plans and programs.

20. Support state and regional efforts pertinent to improvements in service, operations and funding along the San Joaquin Rail passenger (Amtrak) corridor.

21. Support legislation and/or administrative reforms to streamline the Caltrans, FHWA and FTA project delivery process.

22. Support, in coordination with the local transit operators, efforts to identify additional transit operating funds to meet long-term needs.

23. Support legislation to ensure funding for transit operations is commensurate with existing and new demands placed on public transit by air quality and congestion management programs, CalWORKS, and the Americans with Disabilities Act – including the use of social service funding sources.

AIR QUALITY

24. Support efforts to pursue funds for timely conversion of public sector fleets to alternative fuels.

25. Work with the San Joaquin Valley COGs and the San Joaquin Valley Unified Air Pollution Control District to avoid sanctions.

26. Work with the Kern County Air Pollution Control District to avoid sanctions.

OTHER

27. Support legislation and/or executive orders that would provide funding for framework geographic information system (GIS) databases. The funding would facilitate the development of additional GIS information and meet requirements to place it the public domain.

28. Support funding for an ongoing program for the acquisition and development of high-resolution digital imagery. This funding would support a wide range of regional and interregional planning efforts, including those in the areas of transportation, environmental and habitat monitoring.

29. Oppose unfunded federal and state mandates on local and regional governments, and support proposals that would prohibit the passage of legislation that impose new unfunded mandates.

30. Oppose the appropriation of, or cuts in, local revenues by the State of California for purposes of balancing or enhancing the state budget.

POLICY ADVISORY COMMITTEE

ACTION / DISCUSSION ITEMS

AGENDA ITEM III. P

DELL

QUOTATION

QUOTE #: 382642050
Customer #: 4899878
Contract #: N39913654
CustomerAgreement #: NASPOWSCA # A63307
Quote Date: 8/23/07
Customer Name: COUNTY OF FRESNO

Date: 8/23/07 4:22:53 PM

TOTAL QUOTE AMOUNT:	$7,690.46		
Product Subtotal:	$7,107.60		
Tax:	$566.86		
State Environmental Fee:	$16.00		
Shipping & Handling:	$0.00		
Shipping Method:	Ground	Total Number of System Groups:	1

GROUP: 1	QUANTITY: 2	SYSTEM PRICE: $3,561.80	GROUP TOTAL: $7,123.60
Base Unit:		XPS M1710, Intel Core 2 Duo Processor T7600 (2.33GHz/667MHz/4MB) (222-4630)	
Processor:		17 inch UltraSharp TrueLife Wide-screen WUXGA with Black LCD Cover, for XPS M1710 (320-4755)	
Memory:		1GB Shared Dual Channel DDR2 SDRAM 677MHZ,2 DIMM, for XPS M1710 (311-5891)	
Video Card:		512MB NVIDIA GeForce Go 7950 GTX, for XPS M1710 (320-5159)	
Hard Drive:		80GB 5400RPM SATA Hard Drive for XPS M1710 (341-3341)	
Operating System:		Microsoft Windows Vista Ultimate 32-bit Edition English,Inspiron (420-6815)	
Operating System:		Vista, PC-Restore, Dim/Insp (420-6436)	
Operating System:		DELL SUPPORT 3.4,DIM/INSP (420-6995)	
Operating System:		Internet Search and Portal (420-5769)	
Operating System:		Dell Owners Manual installed on your system,click on icon after system set-up to access (463-2282)	
Operating System:		Dell Resource DVD with Application Backup (313-4910)	
Operating System:		Icon Consolidation Application (420-5924)	
Operating System:		Dell Support Center 1.0 (420-7244)	
NIC:		Integrated 10/100/1000 NetworkCard and Modem for Inspiron (430-1277)	
TBU:		Adobe Acrobat Reader 7.0, for Inspiron (412-0917)	
CD-ROM or DVD-ROM Drive:		8X DVD+/-RW Drive, for XPS M1710 (313-4079)	
CD-ROM or DVD-ROM Drive:		Roxio Creator Basic (420-6464)	
Processor Cable:		Intel PRO/Wireless 3945 802.11a/g Mini Card (54Mbps) for XPS M1710 (430-1931)	
Bundled Software:		Microsoft Office 2007 Professional Edition (420-6588)	
Factory Installed Software:		Norton Internet Security 2007 15 Month (412-0959)	
Feature		80 WHr 9-cell Lithium Ion Primary Battery, for XPS M1710 (312-0422)	
Feature		80 WHr 9-cell Lithium Ion Additional Battery, for XPS M1710 (312-0423)	
Service:		Soft Contracts - Business Complete Care (412-0357)	
Service:		CompleteCare Accidental DamageService, Inspiron, 4 Year (960-1938)	
Service:		Dell Hardware Warranty PlusOnsite Service, Initial Year (983-8487)	
Service:		Type 3 Contract - Next Business Day Parts and Labor On-Site Response, Initial Year (970-2310)	
Service:		Dell Hardware Warranty PlusOnsite Service, Extended Year (983-8488)	

Service:	Type 3 Contract - Next Business Day Parts and Labor On-Site Response, 3YR Extended (902-5423)
Service:	Warranty Support,3 Year Extended (902-2483)
Service:	Warranty Support,Initial Year (960-8710)
Misc:	No Internet Service Provider Requested (412-0148)
	You have chosen a Windows Vista Premium System (310-8628)
	Intel Centrino Core Duo Processor (310-8314)

SALES REP:	Chris Evers	PHONE:	1-800-981-3355
Email Address:	chris_evers@Dell.com	Phone Ext:	7233652

For shipments of certain products to California, a State Environmental Fee of up to $10 per item has been added to your quote.

For your convenience, your sales representative, quote number and customer number have been included to provide you with faster service when you are ready to place your order. You may also place your order online at www.dell.com/quote

Unless you have a separate agreement with Dell, the terms and conditions found at http://ftpbox.us.dell.com/slg/resellers/resellertcs.htm shall govern the sale and resale of the Products and Services referenced in this quotation.

Prices and tax rates are valid in the U.S. only and are subject to change.

***Sales/use tax is a destination charge, i.e. based on the "ship to" address on your purchase order. Please indicate your taxability status on your PO. If exempt, please fax exemption certificate to Dell Tax Department at 512-283-9276, referencing your customer number. If you have any questions regarding tax please call 800-433-9019 or email Tax_Department@dell.com. ***

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Please contact Dell Financial Services' Asset Recovery Services group for EPA compliant disposal options at US_Dell_ARS_Requests@dell.com. Minimum quantities may apply.

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Clark Thompson

From: Muir, Lori [Lori.Muir@fresnosheriff.org]

Sent: Thursday, September 06, 2007 3:35 PM

To: Clark Thompson

Cc: Barrimond, Ian; Anderson, Bruce; Wilkins, Steve; Horton, Jennifer

Subject: COMPUTER REQUEST JUSTIFICATION

Clark,

Per your request, we are summiting a requisition for the two Dell Laptop Computers (Model#XPSM1710) to be used exclusively for the State of California AVA Program for the Fresno County Sheriff's Dept. The computers will be used in conjunction with a photo program to document the AVA Program. The Sheriff's Dept. requires full documentation of all vehicle abatements.

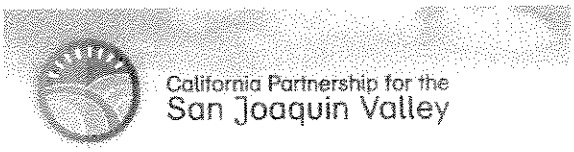
On July 26, 2007 the Sheriff's Dept started an aggressive vehicle abatement program and to date the results have been very impressive. In one three block area, we recorded 15 Vehicle Code/Fresno Co. Ordinance Code violations and in less then two weeks 12 of the 15 violations had been voluntarily abated. The neighborhood involved has a much cleaner appearance and the residences are seeing a difference. As you review the quarterly reports you will continue see a significant increase in the Sheriff's Dept. participation in the program.

In closing the Fresno County Sheriff's Dept. would like to thank you for your support in the continuation of the AVA Program. Any further questions please feel free to contact Bruce Anderson or myself at 292-1138

CSO LORI MUIR-GUTIERREZ
FRESNO COUNTY SHERIFF'S DEPARTEMENT
CODE ENFORCEMENT/VEHICLE ABATEMENT UNIT
559-292-1138
559-693-2437

POLICY ADVISORY COMMITTEE

IV. OTHER BUSINESS



2007 PARTNERSHIP SUMMIT

DATE: OCTOBER 4, 2007
TIME: NOON - 5 PM
LOCATION:
VISALIA CONVENTION CENTER
PRICE: $35 PER PERSON

Registration >

Press Registration >

Scholarships >

First Annual Summit
California Partnership for the San Joaquin Valley

Summit Overview

The Annual Summit for the California Partnership for the San Joaquin Valley will be held on Thursday, Oct. 4, 2007 at the Visalia Convention Center in Visalia, California.

Major Speaker

Dr. Mark Drabenstott
Director & Research Professor
RUPRI Center for Regional Competitiveness
University of Missouri-Columbia
Download Bio >>

The Summit program begins at noon and continues to 5:00 PM. The event is an opportunity for the Partnership to report to the community at large on the work, progress, and accomplishments of this unprecedented regional collaborative effort . The Summit will include a keynote address by an expert on regions and regional actions, an overview of the partnership actions to date and the presentation of the partnership annual report. The program will also include interactive breakout sessions presented by each of the 10 Partnership Work Groups.

Advanced Communications Services
Air Quality
Economic Development
Energy
Health & Human Services
Higher Education & Workforce Development
K-12 Education
Land Use Housing & Agriculture
Transportation
Water Quality Supply & Reliability

The summit will be held in conjunction and coordination with two related and compatible events also being held in Visalia that same week by the San Joaquin Valley Air Pollution Control District (Oct. 3-4) and BizTalk '07 (Oct. 5)

Questions? Contact Heidi Arno at the Great Valley Center at heidi@greatvalley.org or (209) 522-5103.

Registration

Register Online >>

Download Printable Registration Form >> and mail or fax to:

Great Valley Center
201 Needham Street
Modesto CA 95354

Fax (209) 522-5116

Press Registration

Download Printable Registration Form >> and mail or fax to:

Great Valley Center
201 Needham Street
Modesto CA 95354
Fax (209) 522-5116

Scholarships

Eligibility

Staff and/or volunteers who work for local San Joaquin Valley nonprofit organizations on community projects or programs may apply for complimentary attendance. Applicants should demonstrate that attending will be a benefit for themselves, their organization and their community as well as financial need.

How to Apply

Download Scholarship Form >>

Accomodations

Visalia Marriott
300 South Ct.
Visalia, CA 93291

Price per room: $99
Online Group Code: cpscpsa
http://www.marriott.com/hotels/travel/vismc-visalia-marriott/

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